CONSTRUCTIVE SALESMANSHIP

PRINCIPLES AND PRACTICES

JOHN ALFORD STEVENSON

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CONSTRUCTIVE SALESMANSHIP

Constructive Salesmanship

Principles and Practices

By

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CONSTRUCTIVE SALESMANSHIP

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This Book Is Dedicated

To

SCOTT ALEXANDER McKEOWN

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PREFACE

"Is it practical?" is the first question which every salesman asks about a suggested selling method, a new book on selling, or a proposed book on salesmanship. To be able to answer this question in the affirmative, in the case of *Constructive Salesmanship,* has been the idea of the author in planning the book.

To make *Constructive Salesmanship* of practical value to salesmen, the actual difficulties which have proved to be stumbling-blocks in the path of the sale have been analyzed; the methods used by experienced salesmen in meeting these difficulties have been brought together; and the principles on which successful salesmanship is based have been explained, making it possible for the individual salesman to adapt the various selling suggestions to the type of salesmanship in which he is engaged.

This method of taking up the study of salesmanship is the method used in organizing the course on "Practical Salesmanship" given by the author while Director of the first School of Life Insurance Salesmanship in a higher institution of learning. Also, it is the method he has used in planning the training courses for The Equitable Life Assurance Society of the United States. In both cases, results have been highly satisfactory.

The plan on which *Constructive Salesmanship* is based makes it obvious that the purpose of the book is not so much to give the ideas of the author on what might be

done in the field of selling, as to show what methods experienced salesmen have found to be successful. As a matter of fact, it is these salesmen—the salesmen whose selling suggestions, selling methods, and selling plans have been pointed out—who have written this book.

To tell what each salesman has contributed would necessitate writing a companion volume to *Constructive Salesmanship,* but the author wishes to express his appreciation to each salesman who has helped to build the book. He is especially grateful to the Alexander Hamilton Institute, to Mr. O. W. Bartlett, of the American Slicing Machine Company; to the Fuller Brush Company, to the Wear-Ever salesmen, to Ruth Leigh, Griffin M. Lovelace, Natalie Kneeland, and W. R. Skillen for the complete sales talks which have been included; to the Burroughs Adding Machine Company, the Dartnell Corporation, the Davey Tree Expert Company, the Diamond Crystal Salt Company, the Elwood Myers Company, the National Cash Register Company, and the Torrington Company for permission to quote material from their publications; and to *Advertising and Selling, Administration, Printers' Ink, Printers' Ink Monthly, Sales Management, Salesology,* and *System,* for permission to quote from articles which have been published in those magazines.

Special acknowledgment is made of the invaluable help which has been rendered by Mary F. Barber in the organization of this material.

The author wishes to pay a high tribute to the help and inspiration he has received in the technic of the sale from his brother, S. D. Stevenson, who is not only an

exceptionally skillful and artistic salesman, but who has that additional rare gift of being able to analyze and evaluate his procedure.

The fact cannot be overemphasized that the author's aim has not been to assemble in convenient form a variety of clever devices for putting over sales, but to offer plans of selling whereby prospects' needs are studied in order to find the specific uses they may have for the commodities offered. The selling of commodities to meet needs is the underlying idea of *Constructive Salesmanship.*

Although the book was written primarily to point out ways of "selling goods that won't come back to customers that will," the author sincerely hopes that the experiences of successful salesmen will make clear to those less experienced the high standards by which the work of the present-day salesman is measured. Likewise, he hopes that he has made some contribution toward a better understanding of what one of the world's biggest producers has described as "the biggest job in the world, bar none."

JOHN A. STEVENSON.

NEW YORK CITY,
May 1, 1923.

CONSTRUCTIVE SALESMANSHIP

CHAPTER I

SALESMANSHIP

THE statement that "if a man makes a better mousetrap than his neighbor, though he build his house in the woods, the world will make a beaten path to his door," has been repeated so often that it has come to be accepted as true. In reality, under modern business conditions, it is far from the truth. The world would never know about the superior mousetrap except through the medium of salesmanship.

Alexander Graham Bell stands out among great Americans as the inventor of one of the most useful devices that has ever been brought into existence. The dependence of business upon this invention is almost immeasurable. "But great as was Bell's invention," says an editorial in *Printers' Ink,* "it is doubtful if it would have become such a vital part of our social and industrial lives, had it not been for the selling genius of Theodore N. Vail. Potentially useful as the telephone was, it took extraordinary selling and organizing ability to gain world-wide adoption of it."

The great strides in industry and commerce made during recent years in this country are, of course, traceable to no single cause. The growth in the population and the complexity of modern living conditions have created a need for mechanical improvements which has been supplied through inventions such as those of Morse, Edison,

Bell, and Marconi. The efforts of the great "captains of industry" and "barons of finance," Andrew Carnegie, J. P. Morgan, and many others, have made possible production on a tremendous scale. But probably no group of individuals have contributed more toward industrial progress than those who have been instrumental in developing more efficient methods of marketing.

In general, we may define salesmanship as *"the art of presenting the advantages of an offer in a way which makes a direct appeal and tends to prompt action."* Obviously, this definition includes those sales which are mere exploitations, such as the sale of an automobile to a man who is compelled to mortgage his home to raise the funds, as well as those in which real service is rendered, such as the selling of a fire insurance policy to protect a home. It may require a greater amount of ability, of course, to sell a man something he does not need than to sell him something which he does need. Nevertheless, as the standards in all types of business are gradually being raised, we are coming to look upon the work of the salesman in the same light as we look upon the work of the lawyer or the physician and to regard as "unprofessional" the work of the salesman who considers his own interests rather than the interests of his clients.

Every salesman naturally wishes to make as large an income as possible; so does every doctor and every lawyer. But more and more we are coming to recognize the fact that under modern business conditions those who are considered high-grade salesmen are those who are interested in rendering high-grade service to their clients and who are adequately equipped to render this service. In other

words, the successful salesman of the present day does not pride himself on the fact that through the art of persuasion he has induced a large number of persons to buy a certain commodity whether they needed it or not, but on the fact that through the service he was able to render in selling a certain commodity he has built up a large clientele.

The modern idea of what constitutes good salesmanship is admirably expressed in a definition given by Walter H. Cottingham, President of the Sherwin-Williams Company:

"Salesmanship is the judgment and ability to sell the right man the right kind and quantity of goods, at established prices and terms; to follow the sale with such assistance as will insure satisfactory and profitable results, that will lead to a permanent and mutually profitable and increasing business."

CONSTRUCTIVE SALESMANSHIP

Until recent years, far greater emphasis has been placed upon improving methods of production than upon improving methods of distribution. At the present time, most up-to-date organizations will not allow men to act as their representatives in the field until they have a thorough knowledge of their commodities and the uses of those commodities, but the best methods of selling those commodities often receive scant attention.

Much remains to be done in the way of investigation, experimentation, and in the evaluation of the material collected, before we can speak of the science of salesmanship. At the same time, the combined experiences of successful salesmen have provided a body of valuable

information well worth the study of those who plan to make selling their life work.

The purpose of this book is not so much to point out the ideas of the author as to *what might be done* in the field of selling, as to show *what has been done* by successful salesmen. From the very outset, too, it should be understood that various selling plans and selling methods have been suggested, not with the purpose of giving to the salesman a certain number of tricks with which to ply his trade, but to give him the instruments which have been found to be useful and effective by those who are experienced in the profession of salesmanship. In other words, "Constructive Salesmanship" is not the art of persuading people to buy commodities but the art of selling commodities to meet genuine needs.

QUALIFICATIONS FOR SELLING

In answer to the question, "What qualifications must a person have in order to make a success of selling?" we might, with some reason, use the traditional Indian reply: "Those who know do not tell; those who tell do not know." Much has been written about the so-called "born salesman," the person of attractive appearance and manner, self-confidence, ready wit and fluent speech, who is supposed to be able to put his message over through sheer force of personality. A study of actual facts shows us, however, that in many instances the race for selling success is a case of the hare and the tortoise and that the salesman who lacks a particularly charming personality, but who makes up for this lack through knowledge of the goods he has to sell and a more careful study of his

prospects' interests, is often the one who first reaches the goal.

Scientific research is doing much at the present time and will be able to do much more in the future to furnish us with information regarding the importance of certain qualifications for selling. That is, with the data which has been brought together in regard to the necessary qualifications for certain lines of selling, it is possible for a sales manager to determine whether the chances that a given individual will succeed in selling that commodity, are good or poor as it is possible for the medical examiner of a life insurance company to determine whether or not a person is a "good risk." Of course, the person who is passed by the medical examiner as a first-class risk may die of pneumonia during the month following the issuance of a policy and the person who is rejected may live to a ripe old age. In the same way, the man who is considered to be a "good risk" in the selling line may prove to be an absolute failure and the man who is rejected may become the star salesman of another company. Too many outside factors help to determine the result in both cases to make accurate prediction in the individual case possible. Nevertheless, the mortality rate is much higher among a group of unselected risks than among the policyholders of a company selected according to certain standards, and the turnover is greater among agents who have been selected at random than among those judged by certain standards. The person who is intrusted with the work of selecting salesmen, therefore, should consider the data which have been gathered together as the medical examiner should take into consideration the experiences of his own and

other life insurance companies. The actual result in individual cases, however, may be determined by circumstances over which the individual has no control or by the efforts of the individuals themselves.

Even though scientific research reveals the fact that apparently there is no single trait or group of traits which will guarantee a person's success in selling, there are, nevertheless, certain characteristics, native or acquired, which may be listed as assets if not as essentials. A salesman may lack some of these characteristics and still make a tremendous success of selling, but the chances of success are far greater in the case of a man who is naturally equipped with the following qualifications or who makes a conscious effort to acquire those which can be acquired, as the chances of long life are greater in the case of a man who is in a state of good health or who makes the necessary effort to improve a less perfect physical condition.

Self-confidence.

It was Sir James M. Barrie who said that "unless a man shows courage he has no security for preserving any other virtue." Of course, it is one thing to know that self-confidence is necessary and another to be self-confident. It is not an impossible matter, however, to remedy the lack of self-confidence which retards the work of many inexperienced salesmen. Medical authorities can cite countless instances of the cure of serious nervous ailments through the power of so-called "auto-suggestion." Almost any person may hypnotize himself into the belief that he can't unclasp his hands if, when clasping them firmly, he repeats the suggestive formula, "I can't unclasp

my hands—I can't unclasp my hands." A person who stammers, by repeating, over and over, a formula such as, "I'm not afraid," may hypnotize himself into the belief that he no longer stammers and since the chief cause of his stammering, the nervous fear of stammering, is removed, he is "cured." In the same way, a salesman may often hypnotize himself into the belief that he is not afraid by impressing his mind with the idea that he is not afraid, repeating to himself the statement that he has no fear.

It is a well-known psychological fact, too, that the physical attitude has a distinct influence on the mental attitude. If you force yourself to smile you will feel happy; if you force yourself to frown, you'll feel cross. If you are discouraged and a man slaps you on the back, saying, "Cheer up, old man," you feel better, not so much from the encouragement in his words, but because the slap on the back caused you to throw back your shoulders and to assume the physical attitude of courage, producing a corresponding effect on your mental attitude.

Consciously assume the head-high attitude of the successful salesman, impress on your own mind the idea that there is nothing to fear, and you will do much to produce the self-confidence which almost invariably goes hand in hand with successful selling.

This advice, of course, covers merely those cases in which lack of self-confidence is due to groundless fear. In the larger number of cases, however, this so-called fear may be traced to an incomplete knowledge of the subject which is to be presented. A college student approaches an examination with far less "fear" if he is thoroughly prepared than if he has merely a superficial

knowledge of his subject. Likewise, fear on the part of a salesman is often due to a feeling that the prospect may bring up points which will spoil the effect of the selling talk and will necessitate a hasty retreat from the position originally taken. If the salesman is thoroughly prepared, this situation is impossible. Certainly, a single prospect may offer many reasons for not buying. If you are a professional salesman, however, you have come to offer him something which you consider will be of benefit to him and you are able to show him in what ways it will be of benefit. The fact that he expresses some reason for not buying does not alter your position and should cause you no concern unless, through lack of preparation, you are not able to hold your ground.

Thorough Preparation.

Obviously, a knowledge of your subject is advisable for reasons other than the prevention of the feeling of "fear." You are the representative of your company. As such, if you do not know the important facts regarding the history and policy of your company, are not sufficiently well informed concerning your commodity to answer the questions which are likely to arise, you will be regarded in the same light as the ambassador sent by a country to a foreign nation who is ignorant of his country's history and foreign policy, and who is not sufficiently well informed to handle international questions intelligently. Your company is judged by your knowledge and ability, and the impression made upon the public will be very poor if you betray a state of ignorance exhibited by a salesman in the book department of one of New York's largest stores:

"I am looking for Grant's *Memoirs,*" remarked a customer who had been looking over the bookshelves while the salesman delivered a book to another customer.

"Do you happen to know the author?" asked the salesman.

"Yes, it's written by President Grant—Ulysses S. Grant."

"Is it a very recent book?"

"No, I think it was published during Grant's lifetime."

"Could you tell me when that was?"

Naturally, a book salesman could not be expected to know the contents of every book on the shelves, but ignorance, inexcusable on the part of a young schoolboy, would do much to harm the reputation of the store which employed him as a representative.

The advantage of knowing your goods in case of competition need not be pointed out. You know how, in any discussion, the person who is best informed often comes out ahead, whether his position is sound or not, merely because he can choose the line along which the argument shall be directed. If you know the selling points of your product, therefore, and know the selling points of competitive products, there is no question of your advantage over the salesman who is familiar merely with the selling points of his own commodity.

There is a direct financial advantage to you, also, in thorough preparation. The following table shows the records of the agents of one insurance company who took the course in Life Insurance Salesmanship offered at the Carnegie Institute of Technology:

AVERAGE MONTHLY PREMIUMS

Experience prior to entering Carnegie	No. of Agents	Before Graduation	After Graduation	Increase
Over 1 year	7	$185	$353	91%
1–12 months	20	165	242	47%
None	17		211	

The group of men with more than one year of experience were seasoned men, the average for the group being five years, and yet after a thorough course of training their production nearly doubled. The group of seventeen men who took the course shows average monthly premiums of $211 in their first few months of selling, whereas the average monthly premiums in the case of men without the training was only $165.

In the past, when the ability to sell was regarded as an innate qualification, there was a tendency to scoff at the idea that training for salesmanship was possible, since each salesman was supposed to develop his own methods. Of course, there is no one best method of selling as there is no one best method of playing golf, but the amateurs can learn much from the experiences of experts. We all know with what poor form may persons play golf. They follow their own inclinations, trying to attain perfection in the way that seems most natural. Finally, they discover that the game can be played only to a limited degree of efficiency by "poor form"; then they discard their original methods and accept the methods which constitute "good form." Of course, every salesman will develop his own methods to a certain degree, but, at the same time, it will pay each salesman at the outset to familiarize himself with the facts which represent the combined experiences of suc-

cessful salesmen and with the methods which constitute "good form" in selling.

Appearance.

Clothes do not make the man, but, as a successful salesman has said, "they often make the opportunities that make the man."

In the first place, if you do not look the part of a successful business man, secretaries and even office boys will consider that you are not in the class with those by whom they are employed and you will increase your difficulties in obtaining interviews.

Even if you have no difficulty in obtaining a hearing, the prospect will judge your company by the appearance of its representative. If you are carelessly or shabbily attired, your company will not be classed as a first-class company.

This does not mean that expensive or showy clothes are advocated. The salesman who is conspicuously overdressed is handicapped almost as badly as the salesman who is shabby, for the attention of the prospect will be drawn from what you are selling to what you are wearing. But aside from the impression of the company which your appearance creates, you can't afford to let tailor's bills or laundry bills stand in the way of commissions or promotions which, in the end, would represent far larger amounts.

Manner.

There are no conventions governing the interview which are different from the ordinary social conventions. A person who is "well bred" is not overfamiliar with people

whom he does not know nor does he assume a "hang-dog" manner when he is presented to a person. He does not speak in a loud voice nor continually interrupt the remarks of the persons with whom he is talking. He does not stand with his hands in his pockets nor does he pick up objects which happen to be lying on a table or desk. He does not smoke in the house of a person whom he does not know unless he is asked to do so, or unless he is perfectly sure that his host does not object. The fact that a man may be entering an office or a store, rather than a house, therefore, does not make it any less necessary that he should observe these conventions.

Whether you are soliciting the interview or whether, as in retail selling, the customer comes to you, there is no excuse for lack of courtesy. Seldom, of course, is the salesman who solicits the interview consciously discourteous in his manner toward the prospect unless he loses his temper at the prospect's remarks. For a salesman to lose his temper during any interview is inexcusable. The experienced salesman looks on a sale as a doctor looks on a scientific experiment and is no more likely to grow angry at the prospect who disagrees with him than would the doctor be likely to grow angry with a patient because he did not react as he should. A word of warning, however, may be advisable for inexperienced salesmen and sometimes necessary in the case of experienced retail salesmen or saleswomen. The following interview was reported in the New York *Times*:

"I was in a small department store in a Middle West city just before the holiday season began and was passing the piece goods department. There was a young woman

behind the counter showing some silk goods to a rather old lady. The latter was plainly irascible in temperament. 'I want to see some brocaded satin,' the customer was saying, 'and this is the third time I have asked you to show me this. I haven't got all day to stand here.'

"You should have seen how the clerk responded in a tone even louder and more offensive than the old lady used: 'If you don't care to wait till the brocaded satin comes from another counter, why, madam, you can walk out of the store.' The old lady did.

"The fact was that the supply of that satin had been limited on the counter where the lady was and the clerk had sent for some from another counter a few aisles over. But she had not explained this to the lady, who, seeing no action as the result of her inquiries, became angry. A few words of explanation and the matter would have been adjusted without further trouble. But, as it did end, a customer was lost to that store."

Everyone realizes that many customers are exasperating, but a loss of temper never helps the situation in the least.

Enthusiasm.

Printers' Ink[1] tells the story of the branch manager for one of the big electrical corporations who worked for several years without showing any remarkable ability and then suddenly, by rapid steps, quickly made his way to the top. He tells the secret of his success in somewhat this fashion:

[1] Frank L. Scott, "Excited Salesmanship," in *Printers' Ink*, November 30, 1922.

"I went out one Saturday afternoon with my wife, who was shopping about for a hat. Like most salesmen, I had been brought up to believe in enthusiasm. I supposed that I was normally enthusiastic about my line. But that afternoon I realized the value of putting real excitement into salesmanship. My wife went to three different places before she was really sold a hat. So far as I could see, the stocks were about alike. All the stores were equally attractive. The saleswomen all looked about the same. No one store had any price advantage over the others. But the difference among the saleswomen was decidedly noticeable. The one at the first store was enthusiastic enough and knew her stock well. But after trying on a half dozen hats, Mrs. F—— expressed her regret at not finding what she wanted, got up, and we left. The girl at the next shop wasn't on the job at all. She trotted out hats, handed them over in a bored, detached way, and was apparently just as well satisfied that her prospective customer got up to go when she didn't find a hat to her liking.

"Then came the third place. And that's where I woke up to the chance to improve my own salesmanship. This shop was run by a middle-aged Frenchwoman. Out came her hats. Then she began to get excited. Having never studied French, I'm not good at reproducing her exact words or accent, but you've probably seen her type. She was excited over every hat. She was excited over her customer. She was excited over the possible combination of the two. She lifted her eyebrows. She rolled her eyes. She was excited all over. She got my wife excited. She even got me excited. And with it all, she was genuinely

sincere. Needless to say it was she who sold my wife the hat and sent her away full of satisfaction at making the purchase.

"That night it came to me that some of the Frenchwoman's excitement was exactly the element I needed in my own work.

"You know, in the electrical field we speak of 'exciting' too; and we mean 'to energize.' We have machines called 'exciters' which 'excite' or energize dynamos. Then and there I saw the dealer as the dynamo and I set out to become an 'exciter.' "

Unless you are really enthusiastic about the commodity you are selling, you can't make others see the advantages of that commodity any more easily than you can kindle a paper from dead ashes.

At the beginning, discouraging circumstances and incidents will often make your enthusiasm wane. However, if the number of interviews required to make a single sale is the discouraging factor, find out from a successful salesman in your line the approximate number of interviews which at the outset he found it necessary to make in order to get a single signature on the dotted line. Your record will probably compare favorably with his.

Loyalty.

The president of a company as commander-in-chief assumes the responsibility of leading the organization successfully in the same way that a military commander assumes this responsibility. He must study the ground and weigh the chances of success according to various plans. Before a forward movement is undertaken, the

staff is called into consultation and the plans are considered in detail. There is always some one, however, who will wonder why it is a right flank attack instead of a left, or why not a frontal attack. He cannot understand the reason for this or that, failing to realize that all these things were considered by the commander-in-chief and a carefully selected general staff before the plans were published.

Of course, most companies welcome constructive criticism; but too frequently among salesmen there is a disposition to criticize the organization and to take the attitude that "the company" is retarding rather than helping along their efforts by a refusal to adopt the ideas of individual salesmen or to follow in the footsteps of rival organizations.

In most cases, the heads of a company have more at stake than the individual salesmen and are just as much interested in the sale of goods. It is not likely, therefore, that they will refuse to accept plans which, after careful consideration, promise to increase sales.

It is not necessary to adopt the attitude of "our country, right or wrong" toward your company, but as long as you draw a salary or commissions from a certain organization, be loyal to that organization. You always have the privilege of resigning your position if you do not agree with the policy of the company. However attractive the salary, no man can afford to invest his time with men or enterprises that do not enlist his voluntary respect and enthusiastic support. To do so, in the end, is unwise even from the financial point of view. But no person is favorably impressed when a salesman "knocks" the policy of his

company, and so, in your own interests as well as those of your company, don't let this habit grow upon you.

Energy.

Manufacturing costs are usually determined in their relation to annual production figures. Any diminution of sales, therefore, increases the amount of cost. One organization, feeling that insufficient effort had been put forth, recently adopted the plan of charging each sales territory with its *pro rata* share of the rent for idle machinery, which was deducted from the net profit of each salesman's annual volume. Of course, this was an emergency measure, but, in cases where decreases in production can actually be traced to lack of effort on the part of salesmen, it is a logical plan.

Many salesmen actually work no more than two hours a day, yet consider that they have put in as much time as the man who has worked steadily at a desk for eight hours.

Here, for instance, is a salesman's day as reported in an article in *Printers' Ink*.[1]

8.30 to 9.45 at the store.
9.45 to 10.10 trolley car.
10.10 to 10.35 with prospect.
10.35 to 10.50 walking.
10.50 to 11.30 with prospect.
11.30 to noon trolley car.
Noon to 1.00 lunch.
1.00 to 1.50 fussing at desk.
1.50 to 2.05 trolley.

[1] George W. Gether, "Making a Fortune on Four Hours a Day," in *Printers' Ink*, January 19, 1922.

2.05 to 2.55 with prospect.
2.55 to 3.00 walking.
3.00 to 3.10 with prospect.
3.10 to 3.35 trolley.
3.35 to 5.40 fussing at the store.
5.40 left for home.

The actual time spent in the presence of prospects is two hours and five minutes. Naturally, a salesman must devote a certain amount of time to getting around and to office work, but the average salesman spends far less time in actual interviewing than he should, for the more prospects he sees, the greater his chances of success, provided, of course, his calls are arranged systematically. As the article in *Printers' Ink* further states: "Making a fortune on four hours a day is no jest. If every salesman would add two hours a day to the time he actually spends talking to prospects, the piano manufacturers would be sold out of stock in thirty days, the talking-machine firms would hire all the manual-training-school graduates as workmen, and the varnish and shellac people would think they were painting the earth."

Make a report for your own information of the way each hour is spent for a week. Compare this with the hours of steady work put in by a man who works eight hours at a desk, such as a bank teller. You can then decide for yourself whether you are putting sufficient time on your work.

Imagination.

Buying is a mental process, and, as such, is peculiarly subject to the influence of imagination. For twenty-five years, for instance, packers thought there was nothing

new in the way of advertising for such products as hams and bacon. Then one firm saw the possibilities of appealing to a man's desire to eat, of making a man hungry for bacon and eggs by means of skillful illustrations. The success of their plan was so marked that no longer are pictures of buildings used to advertise these products, the reproductions of which make such a strong appeal to the imagination.

In most cases, a person doesn't want a particular product as such, but he does want what the product will do for him. Try to find out, then, what things a person is trying to accomplish and then use your own imagination to supplement his. Of course, the amount of time you would spend in trying to find out what a certain person is trying to accomplish would depend on what you were selling, but in every type of selling imagination plays an important part.

Even in the field of retail selling, where little preparation for the sale is possible, the imagination of the salesman is often the deciding factor in the sale. For instance, if a woman asks for a blue crêpe dress, it is only the inexperienced clerk who follows the remark by, "About what price did you wish to pay?" The expert saleswoman will draw from the customer what she is planning to buy the dress for and can then judge the type of dress to present and can appeal to the prospect's imagination. If the woman stated that she wished the dress to wear in the afternoon, the salesman who had sufficient imagination to say: "This dress would be just the one for luncheons and card parties. Don't you think it has lots of style?" would have a far better chance of making a sale than a clerk

who had merely asked the price question and who would show dresses with remarks like: "This is $49.50. Is that too expensive?" "This one is $35.00, but the material is not quite so good."

Much has been written about the quality known as imagination—whether it can or can't be cultivated. Whether creative imagination, which in salesmanship may be defined as the ability to see the possibilities in your work and to carry out these possibilities, can be cultivated or not is an open question. There is no question, however, that the power to originate ideas can be cultivated.

"Skill in any line is but the conscious training of the mind and body to act unconsciously." If you find that your mind does not act quickly in picturing situations for other people, imagine conversations which would take place. Think what your sister, your brother, your mother, your father, your wife, or your husband would want to know about, if in situations similar to your prospects, and what you would say.

The salesman who is supposed to lack imagination, may, in reality, lack interest in other people. This interest can rarely be assumed, for there are few instances in which feigned interest is mistaken for real.

If you haven't any interest in people, their circumstances, their plans, their ideals, and find you can't develop that interest, you will never travel very far along the road of selling. It would be far better to try another line of work, for if you aren't interested in whether certain needs exist or not, and in how they can be filled, you aren't interested in selling.

Tact.

If you cultivate the power to put yourself in the place of the other person, you will seldom be accused of lack of tact. You know perfectly well that you don't like a person who, by his remarks, infers that your ignorance on a certain subject is rather inexcusable or who casts aside ideas of yours as stupid. Neither does a prospect.

A veteran salesman tells the following story in *Printers' Ink.*[1]

"The worst grouch I had in my territory was the purchasing agent of a large chemical plant. The last time I called on him he told me that he would never buy another dollar's worth of goods from my company as long as he lived.

"I knew we had made some goods for him that had never been right, but it was ancient history and I wanted to get a fresh start, so I said:

" 'If I were in your position, I'd probably feel as you feel. But that would not get us anywhere. So here is what I'd like to do to square myself, and you won't have to buy my goods if you don't want to.

" 'In order to make up for the bad service you formerly had from us, let me make a survey for an installation just as though I were an independent engineer. I will go over the whole thing carefully with your firm and plant superintendent and submit a written report. It won't cost you a cent and there 'll be no obligation.' "

In the end, he secured an order, not by outarguing the prospect, but by going at the matter from his point of view.

[1] "The Little Schoolmaster's Classroom," *Printers' Ink,* December 28, 1921.

Health.

All the world recognizes that salesmanship is hard physical work. Since so much is demanded of the human machine, therefore, it should be kept in first-class condition for the same reason that a car which is used constantly and hard must be kept in good condition.

Be sure, therefore, to get plenty of sleep. If your body is fatigued, the brain processes are sluggish, and even though you are thoroughly informed on the selling points of your commodity, you may be slow to think of a convincing answer to an objection or may impress the prospect as not being alert.

Eat plenty of good nourishing food, but don't let yourself grow to be "overweight."

The following weights are those given by a life insurance company as standard and any decided departure from the average should be corrected if possible. Have a good physician prescribe the diet which you should have, however, if a change is necessary, for an improper diet will do more harm than good.

Most salesmen get plenty of exercise in the course of their work, but if the type of selling in which you are engaged does not make it necessary for you to do much walking, be sure that your schedule for the week includes some form of exercise.

Every salesman will find it worth while to have a hobby. Whether you are interested in baseball or the theater makes little difference, but you should consciously acquire some hobby which will turn the current of your thoughts and will make it possible for you to relax after a strenuous day's work.

TABLE OF HEIGHT AND WEIGHT

Height		Weight
Ft.	In.	Standard
5	0	129 lbs.
	1	131
	2	133
	3	136
	4	140
	5	144
	6	148
	7	152
	8	157
	9	162
	10	167
	11	172
6	0	178
	1	184
	2	191
	3	197
	4	203

The above table applies to all ages.

Thrift.

Most firms consider that it is poor policy to hire a salesman who is in financial straits. A salesman free from financial worry is much more likely to be able to put his mind on his work, while the man who is merely holding his breath until the next pay day comes along is apt either to be indifferent in regard to money, and therefore a poor business man, or else he is worried over money and spends

more time in worrying than in planning his work. Also, if a salesman's affairs are in such state that the house is asked to make deductions from his salary to pay his bills, the salesman loses standing with the people in the community.

Another difficulty lies in the fact that the salesman who needs some ready cash to live on, lets his own need overcome his better judgment as to his prospects' needs and so-called "order stuffing" is the result.

Many companies require that a salesman shall have a bank account of a certain size or, at least, shall have saved a certain amount of money, before they will consider his application.

In any case, connections with a bank are valuable. You will often receive favors from a bank if you have an account of respectable size. Most city banks require a certain amount left on deposit, but this is not usually the case in the country. Even small banks, however, do not like to handle accounts which frequently dwindle to a few dollars, and you will be in a far better position to ask favors in the way of acquiring financial information about your prospects if you carry a fair-sized account.

In order to carry out a savings plan, it is absolutely necessary to decide what amount shall be saved and to lay this aside before the remainder is spent. Otherwise there will be nothing left to save.

The following budget compiled by Roger W. Babson, will give you a general idea of how much you should save on your present income. Of course, the amounts will vary in the individual case, but you should not let the amount of savings show very much of a decrease.

A WORKING PLAN FOR YOUR MONEY

Income	Accumulation				Living Expenses					Welfare	
	Per Cent	Insurance	Investment	Speculative Fund	Per Cent	Food	Shelter	Clothes	Operating Maintenance	Per Cent	Education, Recreation
$1,500	5	$ 50	$ 25	$ 0	90	$ 520	$ 420	$ 200	$ 210	5	$ 75
1,800	6	75	25	0	87	550	480	275	275	7	120
2,000	7½	100	50	0	85	600	480	320	300	7½	150
2,500	10	150	100	0	78	650	540	400	360	12	300
3,000	15	225	225	0	71	700	600	425	400	14	425
3,500	15	250	275	0	71	750	650	525	550	14	500
4,000	15	275	325	0	70	850	720	600	650	15	580
5,000	20	450	550	0	65	875	840	675	860	15	750
7,500	27	600	1,000	400	57	1,200	1,200	800	1,100	16	1,200
10,000[1]	30	900	1,500	600	54	1,300	1,400	1,000	1,700	16	1,600
12,500[1]	42	1,000	3,000	1,000	42	1,300	1,400	1,000	1,800	16	2,000
15,000[1]	47	1,500	4,200	1,100	38	1,400	1,500	1,000	1,800	15	2,200
20,000[1]	50	1,700	5,000	3,300	35	2,000	1,800	1,200	2,000	15	3,000
25,000[1]	50	1,800	6,700	4,000	35	2,300	2,200	1,400	2,800	15	3,800
30,000[1]	50	1,900	7,500	5,600	34	2,500	2,500	1,500	3,500	16	5,000
40,000[1]	50	2,000	10,000	8,000	30	2,800	3,000	2,000	4,200	20	8,000
50,000[1]	50	2,500	12,500	10,000	28	3,000	3,600	2,400	5,000	22	11,000

[1] Net after Federal income tax.

Investment—Funds placed, on security, for income primarily. Speculative fund—Employed primarily for profit. Shelter—Rent or taxes, interest, repairs, and upkeep. Welfare—Medical care, education, vacation, amusements, automobile, donations, and incidentals. Service and house servants, home equipment, and replacements are included in maintenance

Sense of Honor.

A recent newspaper report from Sofia stated that Bulgaria's immense attar-of-roses industry was in danger of extinction largely because those through whom the product was sold had charged exorbitant prices or, worse still, had adulterated the product. Unfair business tactics on the

part of a few temporarily ruined what was one of the country's chief industries.

In the same way, unfair tactics on the part of one or a few salesmen will bring discredit on the entire sales force. Purely in your own interests, however, you will find it far better policy to give genuine service to your customers rather than to put over a certain number of sales.

TYPES OF DISTRIBUTION

There are three general types of distribution:

(1) From producer to jobber or large retailer, generally known as wholesale selling.

(2) From producer direct to consumer, generally known as specialty selling.

(3) From retailer to consumer, retail selling—that is, the ordinary type of selling practiced in stores.

There is no sharp dividing line between these types of selling, but the distinction is sufficiently clear for purpose of discussion in this book.

Obviously, it would be impossible to bring together a large number of practical plans and suggestions which would apply in every type of selling, but the principles of good salesmanship are the same whether you are selling vacuum cleaners or securities. Many of the suggestions that are given in this book, therefore, will not apply to the particular problems of many of the readers, but they will serve to illustrate the principles which do apply.

PURPOSE OF STUDYING PRINCIPLES OF SALESMANSHIP

The object of the suggestions made in this book, as we have said, is not to show you how to induce a certain number of people to buy, but to show you how to find the

needs for your commodity, to find the people who have these needs, and how to present your proposal in such a way that these persons will want to buy the product that you have to offer.

It goes without saying that no book on salesmanship can make a salesman any more than a book on art could make an artist.

As the sculptor Augustus Saint-Gaudens said to his pupils: "You are not going to make or ruin your imagination while here. . . . But here you may learn to handle your tools. So measure, copy, plumb. A carpenter who constantly uses a foot rule can guess the length of a foot better than one who seldom refers to it."

The combined experiences of successful salesmen in widely varied fields have been brought together in *Constructive Salesmanship.* Compare your methods with theirs. You may have discovered methods of making the approach, of meeting particular objections, of closing, better suited to your particular needs than those described. Use them. But also, if you wish to increase your sales, measure your efforts against the standards set by those recognized as leaders in the field of salesmanship.

Summary

Salesmanship is the art of presenting the advantages of an offer in a way which makes a direct appeal and tends to prompt action.

According to present-day standards, the sale in which the needs of the buyer are not served is regarded as exploitation.

Constructive salesmanship is the art of selling commodities to meet genuine needs.

"Unless a man shows courage he has no security for preserving any other virtue."

Thorough preparation is the basis of successful selling.

Selling without enthusiasm is as impossible as kindling a fire from dead ashes.

A company is judged by the intelligence, appearance, and manner of its representatives in the field.

As long as a salesman draws a salary or commissions from a certain company it is his duty to be loyal to that company.

A high sales record requires as much work on the part of a salesman who is his own "boss" as would be required on the part of a man who had some one over him.

Buying is a mental process, and, as such, is peculiarly subject to the influence of the imagination.

Orders are secured not by outarguing the prospect but by approaching the question from the prospect's point of view.

The human machine must be kept in first-class condition if it is to do first-class service.

A bank account is an asset of greater value than the amount on deposit represents.

The principles underlying good salesmanship are the same whether the salesman is engaged in wholesale, retail, or specialty selling.

The practices in selling vary with the type of commodity sold. The salesman, therefore, should measure the value of his methods by the standards set by leaders in his field.

CHAPTER II

PREPARATION FOR THE SALE

If statistical organizations would analyze the reasons for failures among salesmen, in order to show the percentages due to specific causes, as they analyze the causes of failures in the business world, failures due to lack of preparation, most salesmen agree, would far outnumber those due to any other single cause. In some cases, of course, the fault rests to some degree with the company for not providing adequate opportunities for learning the business, but in most cases the fault rests with the individual salesman.

Sales preparation may be considered under two heads: general preparation, which includes the study of your commodity, the policy of your company, and the acquiring of any information which will be necessary or useful in selling a particular product; and preparation for the particular interview, usually called the "preapproach," which includes an investigation of your prospect's needs and how your commodity may be used to fill those needs.

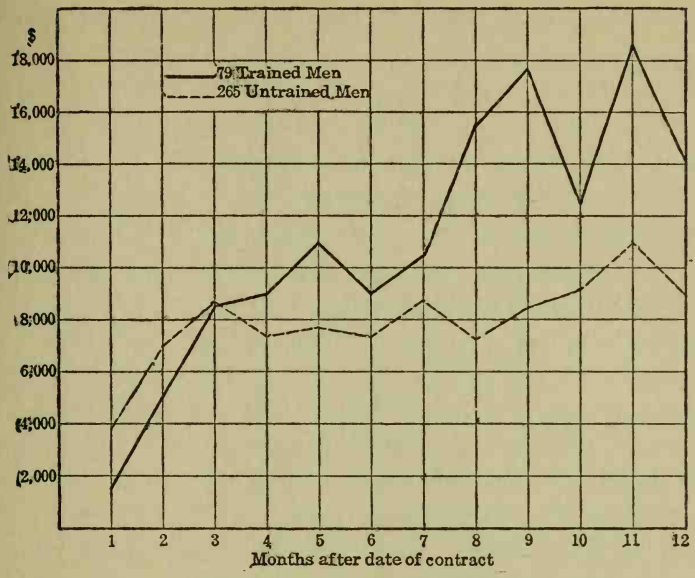
Obviously, when the salesman is selling goods over a counter, little preparation for the individual sale is possible. Also, when the salesman is doing door-to-door canvassing, the preapproach may necessarily consist merely in an effort to learn the prospect's name. In these cases, however, there is a vital need for general prepara-

tion; in fact, almost more need for general information than there is in the case of the interview for which specific preparation can be made, since you have no idea of the situation of the prospect and what questions he will raise.

A striking evidence of the value of adequate preparation for selling was given as the result of an investigation carried on among a group of salesmen who were starting life-insurance selling. The company provided a six weeks' training course in the principles and practices of life-insurance selling for its agents and careful records were kept of the work of the group who took the course and those who did not. These records showed that as a result of the work of the entire first year, the trained men earned 23 per cent more than the untrained men in spite of the fact that the men who were not taking the course had the advantage of one and a half months more time in which to work. In the last six months of the year the sales of the trained men exceeded those of the untrained by 67 per cent. Reference to the chart on page 31 shows that volume of sales for the trained men increased at a much more rapid rate in the course of successive months than did the sales of the untrained group. From this we may conclude that in the second year of work the sales of the trained men would be even more than 67 per cent greater than those of the untrained.

INFORMATION ON YOUR PRODUCT

Unfortunately, it is not possible, in discussing the general subject of salesmanship, to outline the information which you should have concerning your product. The type of information needed if you are selling securities is



COMPARISON OF SALES MADE BY TRAINED MEN WITH THOSE MADE BY UNTRAINED MEN SHOWING VOLUME OF SALES MADE IN EACH OF THE FIRST TWELVE MONTHS FOLLOWING DATE OF CONTRACT

widely different from the type of information needed if you are selling ribbons over a counter.

Most companies insist that their salesmen shall be equipped with a certain minimum amount of information about their product before they enter the selling field; but too many salesmen regard this minimum as the maximum and never make any effort at further study.

"I remember going into a bookshop in New York with my wife," writes a well-known English novelist and playwright,[1] "who said to the clerk that she was anxious to buy

[1] St. John Ervine, "American Literature and English Readers," in *Vanity Fair*, September, 1922.

some American novels. He immediately led her to a counter where there were novels by English authors! When she reminded him that she had said American novelists, he gazed at her in a bewildered manner, and then offered her a copy of *The Moon and Sixpence* by (the English author) Mr. Somerset Maugham! In the end, she had to recite the names of some American authors to him."

Unfortunately it is not even possible to suggest the minimum amount of information which the salesman should have, for while it might be absolutely essential that a salesman of high-grade paint for houses should know all the manufacturing processes of that particular paint, it would probably be unnecessary, even though it would be advisable, for the book salesman to be informed about the manufacturing processes of books. The only rule that can be laid down is, *Know the things about your commodity that your prospect wants to know.*

This statement may not seem to carry a very definite meaning, but the experienced salesman will tell you that the average prospect asks about the same questions about the same product. At the outset of your selling career, then, you may frequently be puzzled how to answer certain questions, but if you list these questions carefully and give careful consideration to the problem of answering them in the best way possible, in a remarkably short time there will be few questions that the prospect can ask you to which you do not know the answer. When you don't know, say so; offer to find out, but never be guilty of more than one "don't know" reply to the same question.

Naturally, there are many cases in which it will be necessary or advisable for a salesman to begin selling

before he knows all that it is necessary or advisable to know about the product. If he knows what purposes it serves, how it will fill the needs of the prospect, though, he can usually get the other information as he goes along.

If the cash-register salesman can show a merchant just how the machine will protect him against losses of money and trade or if the salesman of vacuum cleaners can show a housekeeper in just what ways the cleaner will save her time and money, it isn't immediately necessary for either salesman to understand how every part of his machine is constructed before he starts selling. Of course, no first-class salesman will let much time go by before he does understand these things, for there will come a day when the information will assist him in his selling. But in every case, your sales will depend on your being able to make the prospect see how the article you are selling will serve his particular interests and needs.

Of course, if your company provides a training course, there is no excuse for your not being thoroughly informed concerning your product at the outset. Even if they don't, there is little excuse for lack of information over a very long period of time.

"Too much dependence," said Jacob Casin, general manager of the Van Raalte Company, in a recent newspaper article,[1] "is being placed by salesmen on the idea that the strength which a manufacturer has put into his line should be easily recognized by the buyer and that this will of itself consummate a sale. Unless the salesman knows his line down to the last detail and this is brought out to

[1] "Salesmen in the Wrong Vocation," *New York Times,* August 20, 1922.

the buyer, the hidden merit of the products of the manufacture is lost, that certain something which the heart and soul of the manufacturer has gone into but which a hasty examination does not disclose."

A rather striking illustration of the value of knowing your product thoroughly from the selling point of view is shown by the experience of the Advance-Rumely Thresher Company, of Laporte, Indiana, as reported in *Printers' Ink Monthly.*[1]

In reviewing their 1921 business, the company noticed that about 37 per cent of the retail implement men handling their "Oilpull" tractor sold just twice as many tractors as did the remaining 63 per cent. The company believes that the exceptional selling record of the 37 per cent was due to the fact that the 37 per cent were brought to Laporte for a two weeks' training school, where they were given complete information on the product they were selling.

Manufacturing Processes.

If your commodity is a manufactured article, for example, neglect no opportunity to get information at first hand concerning the manufacturing processes of the goods. An actual view of the material in the various stages of its production, especially if accompanied by a clear explanation, will give you a more intelligent point of view, and will enable you to make your sales talk more interesting.

Raw Materials.

If there is any special kind of raw material that enters into the production of your article, find out all you can

[1] G. A. Nichols, "Rumely Dealers Work in Shops to Learn How to Sell Tractors, *Printers' Ink Monthly,* April, 1922.

about it. Any public library will be able to give you books on the subject and even reading the articles which refer to the subject in the Encyclopedia Britannica will give you a broader knowledge of the product you are selling.

A worth-while vacation for any salesman is to visit the original source of his commodity—the place where the raw material is produced. A cotton field, a silver mine, a cattle ranch, will give you an idea of your product that you could get in no other way, and may be worth thousands of dollars to you in the end.

History of the Company.

A knowledge of the history of the company may not often be necessary during the interview, but the world is rather small after all, and invariably the salesman will meet prospects who are familiar with past occurrences in the life of the company. A new salesman cannot be expected to know about details, but he will cut a rather sorry figure if he is not familiar with important historical facts with which the well-informed portion of the public is familiar and which mean nothing to him.

Even minor incidents in the life of a company will often make splendid selling arguments if you take the trouble to search them out.

The Davey Tree Expert Company received the order to take down the trees (dead) under which the poem, "Woodman, Spare That Tree," was written. For weeks afterwards the newspapers throughout the country were publishing articles detailing the incident in which the name of the company was used.

Keep a scrap book of this sort of selling articles. You

may not plan to use them in your regular selling talks, but they will often prove invaluable in an emergency.

Policy of the Company.

So far as the sales policy of the company is concerned, most business houses are divided into two general groups. The first aims toward the distribution of goods which are highly satisfactory as to quality. The second toward supplying cheaper merchandise on which there will be a quick profit. It is well to analyze such matters of policy at the outset of your dealings with a house, in order that you may know what points to stress in your sales talk.

The remarks concerning the policy of the company apply to the retail salesman as well as to the wholesale and specialty salesman. For instance, women who want substantial clothes, even at a high price, will ordinarily go to a store which has the reputation for carrying that type of goods, while women who want the latest fad, at as low a price as possible, will generally select a different store. Of course, the same woman in her search for a dress may go to both stores, but it is well to know the policy of the store, since the majority of the customers will buy at that particular store because of that particular policy.

Routine of the Company.

Every salesman, wholesale, retail, specialty, should be thoroughly familiar with the way in which the company handles credits and charge accounts, whether adjustments or exchanges are made readily, whether or not money once paid will be refunded, how mail orders and telephone orders are handled, what happens to an order from the

time the order slip leaves the salesman's hands until the goods are delivered to the customer, how deliveries are made and in approximately what time.

Competing Products.

Every experienced salesman knows that it is poor policy to knock a competitor's goods. Likewise, it is poor salesmanship to introduce the idea of the products of the other company, for the man may be led to investigate the other company's product and buy that instead or, like the donkey which starved to death between two bales of hay because he didn't know which to choose, he may not be able to decide and in the end may not purchase either.

It stands to reason, though, that if you know your competitor's product, you can answer his arguments much better than if you attempted the interview without this knowledge. Also, you can work into your selling talk the answers to queries or objections which are bound to arise, if the prospect compares your product with another on the market.

If, for instance, you were selling a cream separator which was slightly higher priced than a competing article, and knew that the prospect might consider the other separator, you might say:

"Mr. Prospect, you will find that our separator is slightly higher priced than some which have been put on the market, but you will find such and such advantages which will more than offset the difference in the amount you pay."

When the other salesman brought up the question of price, the prospect's mind would travel back to the differ-

ence in quality and your product would have a "fighting chance." On the other hand, if the prospect saw the two separators as equally good and saw merely a difference in the price, he would in most cases choose the less expensive. Your ounce of prevention which you can obtain through preparation is usually worth many times a pound of cure.

THE PREAPPROACH

"One almost unfailing argument in favor of an interview with a public man," says Isaac F. Marcosson in *Adventures in Interviewing,* "is that it will be of some benefit to the interviewer or aid the cause with which he is allied." Similarly, one almost unfailing argument in favor of an interview for the purpose of selling to any man is that what you are selling will be of benefit to the prospect or aid him in carrying out his plans; and to find out in what ways it will be of benefit, what need he has for it, is the work of the preapproach.

In a broad sense, the term preapproach is synonymous with sales preparation; that is, it might include any study you might give to the subject of salesmanship in general or to the particular commodity you are selling; it might even include the effort necessary to present a first-class appearance; however, in this book, for convenience we shall limit the term to the preparation necessary for the individual interview.

Studying the Prospect's Needs and Interests.

Joseph R. Kathrens in an article in *The Buzz Saw,* the salesmen's magazine of the Elwood Myers Company, relates the following incident:

"During the time I was operating the Old Faithful Inn at the Panama Pacific Exposition, a solicitor came into my office and wanted to know if I wanted to buy any flags. I replied that later on I would be in the market. He handed me his card and asked me to keep his firm in mind, and if anything turned up to phone him.

"That man was a messenger, pure and simple, engaged in peddling his firm's business card on which his name was printed in red ink. As I threw his card in the waste basket, I made a mental reservation that, although some one else from his firm with proper sales ability might, this fellow couldn't, sell me flags.

"About a week later another flag man came in, a much younger man. He gave me his card and said he had just come from the fair grounds, where he had given study to eight flag poles on Old Faithful Inn, and asked me if he might offer a few flag suggestions.

"I was interested at once. Here was a man who had given study to my proposition.

"I assured him he might go as far as he liked, that I was always glad to put my name against that of a salesman who knew my requirements from a study of conditions. I was surprised and pleased with the information given me, and it was all based on eight flag poles; their distance apart, the droop of the flag and the prevailing direction of the wind, and the character of the material that would best stand the fogs, etc.

"We didn't talk price, but need, economic need for forty-one weeks of constant display.

"This young man left the office with an order for a couple of American flags that would "fit" the poles, and

when ready would fly them and thus establish sizes for future orders.

"In the meantime he had made another trip to the Exposition, mounted the roof, made accurate measurements, and in a few days called on me to inspect the flags which he had himself unfurled. He also discovered that our flag ropes were not of the proper sort and replaced them at a trivial outlay. He had covered my needs in a study of my requirements, and it did not require any selling effort on his part to obtain an order for a set of flags of all nations, Exposition flags, and several sets of pennants.

"When the flags were delivered, each foreign flag was marked on the tie hem with the name of the country represented and altogether this was one of the most pleasing purchases I had ever made.

"The young man's success was due to the fact that he employed salesman's foresight, studied the needs of his prospect, and was then equipped to cope with any argument or surprise that might have turned up. He was a real salesman. The other was a messenger."

The real basis upon which a sale should be made is the satisfying of a need. In reality, if there is any one particular point which distinguishes present-day salesmanship from the type of selling done in the past, it is the fact that the salesmen of the present day uncover the needs for the commodity and then makes sales to satisfy those needs.

This particular point is extremely well made by Charles M. Schwab, who says: "It is the duty of the salesman to know the needs of his customer. It is the duty of the salesman, if he is a true salesman, to study the wants of

the customer, and not get that customer to buy something in which he is not interested. It is the salesman's province to be a helpful right arm to his customer, to point out to him those things which he does want, and which are of the quality and kind that he needs. The successful salesman constantly watches the interests and the needs of his customers, often long before they are aware of those needs themselves. Then he is in a position to anticipate their wants."

The writer hesitates to suggest anything which may be construed as offering a panacea for the salesman's difficulties, but one thing he is sure of; if a salesman will give serious thought to the study of what service his commodity will render, and will talk to his prospects in terms of what his commodity will do for them in the way of satisfying their needs, the results will more than repay him for the time spent. No matter how skillful a salesman may be, his future record of sales and general satisfaction cannot fail to be increased if he seriously follows this simple advice. Study new uses of your commodity and how it will serve needs that are now not being served. This is the real way to open new fields for your product.

An article in *Advertising and Selling* [1] emphasizes this point of view very clearly:

"The most important development of modern selling is recognition of the value of selling not the article itself, but the use of it.

"It has been said that we are on the verge of discoveries that will revolutionize advertising because we are just be-

[1] G. Lynn Sumner, "Getting Back to Salesmanship," in *Advertising and Selling*, November, 1922.

ginning to learn how the mind reacts to certain ideas. One of these is that people buy because of gain, utility, caution, and pride, purchasing not for the sake of possession but because of what the thing will do for them.

"Therefore, the most important thing is to sell the use of the article, which means that the seller must know everything possible about it in order to sell all uses to best advantage."

In getting information before the interview, the salesman will find it very desirable to get as complete a picture of the prospect's situation as he can. It is important not only to get information about situations and conditions which will show needs for the commodity, but also to get information concerning the personal interests and hobbies of the prospect. Obviously, it is easier to make an approach or to conduct a successful interview if you have some idea of what the prospect's interests and hobbies are.

The Storrs-Schaefer Company, a tailoring house of Cincinnati, says an article in *Printers' Ink Monthly*,[1] finds facts of this sort so valuable, that it records all available information about the dealers who handle its goods. "It also goes a step beyond and gets the same information on the prospect. This keeps the company in close touch with each prospect and dealer and assures it a much better chance of getting new business or increasing old business than it would have if it did not get and record these facts.

"Each prospect card has the name and address of the prospect at the top. Then follows information as to who recommended the prospect and into what salesman's terri-

[1] "The Home Office Gets Acquainted With the Prospect," in *Printers' Ink Monthly*, February, 1922.

tory he will fall. Lines handled, size, ends, amount of business, display sale and other business are then recorded and space is left to make note of all correspondence sent the prospect.

"On the back of the card the following personal characteristics are noted: prospect's age, married or single, children, first name, favorite sport, pet hobby, lodge or other affiliations, position in community, location of business, to what class of trade he caters, whether place of business is neatly kept, man in charge of tailoring, and general remarks.

"From the length of a mere catalogue of the information gathered it will be seen that the company is able to get a pretty good line on every prospect. With this information in hand, the company writes to prospects regularly and the different letters, printed matter, and advertising material are noted on the card. It is able to put into its letters much more real selling talk, because it is talking to a real dealer and not a hazy prospect."

Naturally, if you are selling over a counter or doing door-to-door canvassing, as we have said, you can't go to the interview equipped with a knowledge of the prospect's needs. In these cases, you will have to draw on your general knowledge of the selling points of the product.

A buyer may come into a clothing store and may want a certain article at a certain price, or a buyer for a department store may know exactly the order which he wishes to place. But the salesman can often tactfully lend his judgment in deciding a question when he is quite sure that the interests of the prospective buyer will be served Often and often, if you are thoroughly informed on the

subject of your product, you can use this information to the advantage of the prospective customer and, eventually, to your own advantage in building a permanent business.

In describing the sales method of the Anchor Post Iron Works, James True writes:[1]

"Our engineering department not only decides on technical construction, but it has a wealth of data on the strength and habits of all domestic animals, and this information is of value to us in many ways. Consider poultry fencing. Every day we are asked to quote on fences for large runways and chicken yards. But very few inquirers take the trouble to tell us the breeds they are raising. This is important, for, if they are raising a breed that does not attempt to fly, it is probable that the fences may be made a foot or two lower than they anticipated, at a considerable saving. On the other hand, if their dimensions are too low, their future saving may be much greater by building fences higher than they thought necessary.

"If a customer finds that his fences are higher than necessary or lower than they should be, he is not likely to give as favorable consideration to the company which constructed those fences as he would give if they had been satisfactory in every way."

The Anchor Post Iron Works considers that technical data of this sort should be supplied to the salesman in order that he may use his time in actual selling rather than in investigation. Over questions of this sort, however, the individual salesman usually has little control. Your com-

[1] James True, "Technical Training Not Needed to Sell Anchor Post Fences," in *Printers' Ink*, August 31, 1922.

pany may or may not provide courses which give you a thorough knowledge of your commodity; they may or may not provide the salesmen with the technical information necessary to meet individual needs; but the more you know about your product, what needs it serves and how it serves these needs, the greater will be your chances of rising above the rank and file.

As Norval Hawkins has said in *The Selling Process*:[1] "Your stock of knowledge should be as nearly complete as possible for the same reason that a department store carries such a variety of merchandise. No one customer of a department store is a prospective buyer of *anything* and *everything* the emporium sells. Each customer is individually interested in only a narrow range of things that the store offers. But all the customers combined have interests in all the goods sold in the various departments. And if any individual finds the emporium lacking even one article that he wants, he considers that department store inefficient."

It is probably unnecessary to point out the advantage to the salesmen of being able to plan a sales talk with some knowledge of what the prospect will probably say. "When I am getting ready for an argument with a man," said Abraham Lincoln, "I spend one-third of my time thinking about myself and what I am going to say, and two-thirds thinking about him and what he is going to say."

Any salesman can plan a convincing selling talk, but difficulties arise when, in delivering this selling talk, the

[1] *The Selling Process*, published by the Norval A. Hawkins Business Service.

salesman is compelled to leave the path which he had planned to follow. If you know, however, where you are likely to be switched from the road, and know how to make a detour which will bring you back on the road which leads to the order, you obviously have the advantage over the person who must figure out the plan on the spot. (The preparation of the sales talk will be discussed more fully in Chapter VII.)

WHOLESALE SELLING

Especially in selling to the trade it is important to cultivate the right relations with prospects in order that you may lay the foundations on which bigger sales can be built. Of course, in this type of selling you know what type of goods the man will consider, but the more you know about the type of customers and the number of customers to whom he sells, the better you can judge the amount of goods he can handle. You are working against your immediate success if you undersell him, but you are working against your future success and the success of your company if you oversell.

A rather inexperienced but clever salesman succeeded in selling a large bill of goods, some time ago, to one of his firm's old customers. A few months later he was requested by the sales manager to take with him a new salesman in order that the new salesman might see "how it was done." Feeling it necessary to "show off" a bit to the new salesman and remembering his former success, the salesman opened the interview with his former customer by the remark: "Mr. Lane, you remember me, I'm sure. I'm Mr. Brown of Harris & Co."

"Yes," replied the customer. "I remember you very well, Mr. Brown. I remember you every day to my sorrow. Most of the goods you sold me are still on my shelves."

Naturally the buyer's impression of that particular company's goods was unfavorable and future orders were doubtful, when, in reality, the root of the trouble was that the salesman knew little about the trade of the jobber and sold him more than he could handle.

In most cases, the dealer will know better than you do the size of the order which he can handle. Occasionally, however, you will come in contact with the careless buyer who will take a "standard assortment" rather than take the trouble to choose articles or sizes for which he has a special call, and who then will find a large stock of left-overs at the end of the year. Often in such cases, you can suggest that a record be kept of the articles or sizes most often called for, and that the order for the year be based on this record.

RETAIL SELLING

There is as much difference between the salesman and the order taker in retail selling as there is in specialty selling and wholesale selling. The retail salesman is thoroughly informed on what stock is kept, knows how to locate it quickly, and knows the particular merits of each article. Experience in handling the stock will in many cases give the salesman the necessary information as to what is kept and where it is, but many salesmen fail entirely to study the particular merits of their commodities.

The following incident is related in *The Salesman and His Goods.*[1]

"One late April day, when the grass was growing at top speed, a suburbanite discovered that a lawn mower was needed at once. Next day he walked into the big hardware store in the city and made his way to the rear, where lawn mowers were drawn up in single file. A young clerk came from behind the counter and said, 'Something you want?'

" 'Yes,' replied the suburbanite. 'I'm looking for a lawn mower.'

" 'Here's a good one,' replied the clerk, and he rolled out the one at the head of the line.

" 'What's it worth?' asked the prospect.

" 'Nine dollars,' was the laconic answer.

" 'And how much is the next one?'

" 'That one is twelve dollars,' and no further information was offered.

" 'Why is it worth three dollars more than the first one?' asked the man. 'The knives are the same length and they look alike to me.'

" 'Oh, it's a better machine,' was the senseless reply.

" 'But, why is it a better machine?' the man persisted.

" 'It was made in Philadelphia, it's a Philadelphia machine, and they are the best made.' The answer was not convincing.

" 'Well,' said the prospect, 'what is the third one worth?'

" 'Fifteen dollars,' came the answer with no further information.

[1] *The Salesman and His Goods*, Book II of the United Y. M. C. A. Course in Salesmanship, Association Press, New York City.

"Not to be daunted, the would-be buyer persisted: 'Please tell me why it is worth six dollars more than the first one. The knives are the same length.'

" 'Oh, it has higher wheels, don't you see?'

" 'Yes, I see that the wheels are perhaps an inch higher, but does that make it any better? Why should the wheels be worth six dollars more than those on the first machine?'

"The clerk threw up his hands; and the man who wanted to buy a lawn mower went to another store where he could find out *why* one machine was priced at $9, another at $12, and another at $15, when they all looked alike to him."

It probably made little difference to the clerk whether the man bought a lawn mower or not; but it made a whole lot of difference to the store, for a prospect was lost, not merely for that one sale, but most likely for others.

The writer has had a number of experiences similar to the one above. On one occasion he went into one of the largest departments in the East and asked to see some kimonos. The choice finally lay between two which the writer felt would be satisfactory to his wife. There was a difference of $10 in the price. On asking what was the difference the clerk could give no answer other than she supposed one was a better quality. One intelligent reason would have resulted in an additional $10 sale.

SPECIALTY SELLING

Specialty selling is usually difficult because the salesman, in most cases, must create the desire for the commodity as well as for the particular brand of the commodity which he happens to be selling. If a woman goes to a

handkerchief counter and asks to see handkerchiefs, she may not like the stock of the particular store, but ordinarily she has some idea of buying handkerchiefs if she can find what she wants. Likewise, in wholesale selling, the jobber or big retail buyer may not like the line of a particular salesman, but in most cases the type of commodity offered by the salesman is a type of commodity which is carried by the store. In the case of many commodities sold by the specialty salesman, though, the prospect hasn't the vaguest idea of buying the commodity, and the salesman must use a certain amount of skill in order to make him consider buying that variety of product, as well as to make him consider that the commodity which he is offering is the one which will best suit his purposes. Information regarding the prospect, therefore, is particularly necessary.

Of course, the amount of information which you should have depends on the type of goods you are selling. If you are selling high-grade groceries from door to door you can usually tell in what part of town people reside who would be likely to use your goods and can get the names of those people from the hotel clerk, from children on the street, or, in small communities, by going through the telephone book until you find the number of the house. Then you can go to Mrs. Brown and immediately open the interview in somewhat the following manner:

"Mrs. Brown, I am a representative of the —— Company, and I want to show you a particularly fine brand of canned vegetables which you will find have exactly the same flavor as fresh vegetables."

On the other hand, if you are presenting an advertising

service to a large manufacturing company you will want to know what commodities are manufactured by that company, the type of persons they aim to reach, whether they would be likely to prefer very striking illustrations or copy of the more conventional type, and just what their advertising problems are.

You may be able to get information about a prospect's needs from the person who suggests the prospect or from the prospect himself during the first interview. In many cases the salesman will find it advisable to make a preliminary call for the purpose of securing information rather than for the purpose of making a sale. A man is usually unconsciously flattered if you tell him that you wish to submit a proposal especially suited to his needs and, if you make it clear that this implies no obligation on his part, ordinarily will give you the information that you wish.

Of course, to work out a proposal suited to the man's needs takes thought and time, but if you are selling a commodity requiring a large outlay on the part of the buyer, you will find that the increase in the size of your sales will more than balance the increase in the amount of time you spend on a particular case.

Naturally, the prospect will be interested in a proposal which is suited to his particular needs, and if you know what a prospect's interests are, you can plan your interview so that the selling points are directed toward those interests. Compare the two openings which follow and if you were selling a set of books to a man who did a considerable amount of reading, you can readily feel which one would arouse the greater interest in your proposal:

"Mr. Thomas, I represent the —— Publishing Company. Would you be interested in a set of United States histories?"

"Mr. Thomas, I hear you have an exceptionally fine library so I felt sure you would like to look over what most critics agree is a splendid history of the United States. Possibly you have read the reviews of ——'s History which has just been published by the —— Company?"

You can feel the decided difference in the appeal which even a little information regarding the prospect's situation makes. The importance of complete information for important sales is, therefore, obvious.

BUILDING A CLIENTELE

To sum up what we have said in regard to the necessity for a complete knowledge of your commodity, it isn't always necessary to have a complete knowledge of your product to make an individual sale or to make a number of individual sales, but if you do not have that knowledge, sooner or later inability to supply the information you lack will stand in the way of an order.

Moreover, the success of most salesmen does not depend on their being able to secure a number of individual customers at the outset. Their success depends on their being able to build from these individual customers a permanent clientele and their permanent clientele depends on their being able to give satisfactory service to their customers through a knowledge of how the commodity will best serve their customers' interests.

If a salesman of building material, for instance, advises

that a certain type of material be used for construction purposes which, on account of climatic conditions, is unsuited to the needs of the buyer, that salesman may secure one order, but rarely a second.

It is for this same reason that a salesman should secure as complete information as possible about the needs and plans of his prospects.

A short time ago a salesman of various kinds of machinery called on the president of a large manufacturing company whose mills were badly in need of modern mechanical equipment and explained to him the merits of a particular machine. The president took him to look at the mill in which the machine was to be used and said he would give the question careful consideration.

A few weeks later the salesman received a letter from the manufacturer, asking him to call again.

During the course of the second interview, when the man had practically given his order, he said to the salesman, "Of course you consider this type the best machine on the market for my purpose?"

"No, sir, I don't," was the salesman's astonishing reply.

"Well what machine do you consider best?"

"The ——," naming the machine of another company, "is, I think, better suited to your purpose."

The salesman lost that order, but very few weeks passed before he received a letter from the president of the manufacturing company asking him to make a thorough inspection of all the mills and to supply all machinery which he considered necessary. Needless to say both the salesman and his company were the gainers by many hundreds of dollars.

Summary

Successful salesmanship rests upon a basis of thorough preparation for the selling process.

A fault common among salesmen is to regard the minimum amount of information required by the company as the maximum amount to be acquired.

The salesman should make every effort to obtain information concerning the raw materials and the manufacturing processes of the articles he is selling; he should know the history, policy, and routine of his company; he should be familiar with the selling points of competing products.

The most important development of modern selling is recognition of the value of selling not the article itself, but the use of that article.

In many lines of specialty selling the salesman will find it to his advantage to get a complete picture of the prospect's situation. Not only should be inform himself about the prospect's financial condition, but he should learn what are his interests and his hobbies.

In selling to the trade it is important that the salesman should cultivate the right relations in order that he may lay the foundation for bigger sales.

As the opportunity for obtaining complete information about the prospect decreases, the necessity for complete information about your product increases.

It isn't always necessary to have a complete knowledge of your product to make an individual sale or to make a number of individual sales, but the lack of that knowledge, sooner or later, will stand in the way of an order.

CHAPTER III

PROSPECTING

When you find *why* people need your products, the next step, obviously, is to find out *what* people need them and *where* they are. This problem, of finding prospects, however, presents a different aspect in each of the fields of selling—retail selling, wholesale selling, and specialty selling.

IN RETAIL SELLING

In retail selling, usually, the finding of prospective purchasers is in no way the concern of the salesman. The store may obtain prospective purchasers by advertising in newspapers and periodicals, by letters and catalogues, or by window displays, but only in very small stores, ordinarily, are methods of prospecting the direct concern of the persons who do the actual selling.

Some large department stores have followed the plan of taking on salesgirls who wished eventually to occupy higher positions in the store, with the understanding that while they were acquiring experience they would send out notes to their friends telling them of their presence in the store and offering to help them with their shopping. Actual plans of prospecting of this sort, though, are developed by the stores and not often by the individual salesman or saleswoman.

Indirectly, the importance of the salesman's influence in bringing people to the store cannot be overestimated. If a store establishes a reputation for good service, it follows that this reputation will draw customers. Also, the question of whether a prospective buyer for one article will become a prospective buyer for another article depends very largely on the type of service received, and since the success of any store depends largely on the number of so-called "steady customers," the importance of the salesman's rôle is obvious.

IN WHOLESALE SELLING

In wholesale selling, too, the problem of prospecting is in many cases not the problem of the salesman. Companies usually find that searching for prospects takes time and effort on the part of their salesmen which could be spent more profitably in actual selling and, consequently, these companies provide their salesmen with the names of the prospects in their territories, arranged according to their location on certain streets, on whom the salesman is expected to call.

Even if the company does not go quite so far as this, the manager almost invariably provides the new salesman with a list of prospects in a certain field who are interested in the type of commodity which the company manufactures, and as the salesman grows to know his territory better, he will be able, from his knowledge of business conditions, to add to his list.

When the wholesale salesman is sent into a territory in which his company has done no prospecting, it is not difficult for him, usually, to find the names of those who

would be likely to handle this type of product. In metropolitan districts, for instance, this information may be procured from classified directories, such as the classified telephone directory, the worth-while names being selected with the aid of credit reports, and, in small districts, through questions from residents or through personal observation.

There are certain lines of standard goods which can be sold to any merchant who will buy. Conditions of local trade, however, sometimes make it necessary for a salesman to select a certain number of houses for his canvass, knowing that an attempt to interest all is likely to produce a certain amount of friction. The salesman who is handling a distinct line of goods will usually find it a better plan not to try to make sales to stores in the same neighborhood who are in strong competition. The possibilities of future business will be greater if the more promising of the two competitors is chosen as a prospect and the salesman's efforts are concentrated on that store.

Even when the company takes on its shoulders the larger part of the responsibility for finding prospects, the salesman should not fail to consider the search for prospects as part of his job. It would not be necessary for him to take time which he should devote to actual selling to find prospects, but he should be on the lookout for leads. Newspaper reading will often bring to his notice occurrences which may create new prospects. He will often learn of new prospects, too, by personal observation; for example, he may find that a drug store in his territory is handling a line of goods not heretofore carried—candy, paper, perfumes—which might put it in the prospect

class. Cases are very rare in which the company will not appreciate the efforts of the salesman to increase the number of names on a prospect list if this does not take time which would otherwise be devoted to actual selling.

IN SPECIALTY SELLING

The finding of prospects is ordinarily one of the most important phases of the specialty salesman's work. His prospects are his capital, his whole stock in trade. The salesman who has sold his commodity to all his prospects is like the grocer who has sold all the articles from his shelves. The grocer must procure new stock if he is to continue in the business of selling groceries and the salesman must add new names to his prospect file if he is to continue in the selling of whatever commodity his firm produces. This requires, on the part of the salesman, a constant stop-look-and-listen attitude. He must:

Stop to think what needs his product fills and of cases where that need is present.

Look for prospects who would be benefited by the purchase of his product; cultivate his powers of observation so that no incident, notice, or set of circumstances which would furnish a lead escapes his notice.

Listen carefully for leads in conversations with former purchasers, table talk, street-car conversations; in fact, in the remarks of everyone with whom he happens to be talking.

This is merely saying that the salesman must constantly be on the watch for prospects. His senses must be trained

to acuteness in perceiving suggestions that would open the door to new customers. He makes it his business to get in touch with as many people as he can, always with this purpose in mind.

Lack of thoroughness in locating the prospects in a certain territory is a not uncommon fault among salesmen. To reach a certain dealer may mean missing a certain train, but it may, at the same time, mean missing a larger order. A certain amount of discretion should be used, for the chances of bigger orders in the next town may depend on the salesman's arrival by a certain date. However, the salesman who allows personal convenience to stand in the way of more interviews is allowing personal convenience to stand in the way of future success.

The results which often follow a thorough search for prospects are shown by the following story related by a National Cash Register Salesman:[1]

"A successful agent tells of his experience when he started out on his first trip. He went to a city in which his predecessor had made good sales. After spending nearly a week without making a sale, he wired headquarters that he felt he needed further training. He received an encouraging reply with the advice, 'Go to the end of the street.' He had his samples all packed to go to the next town, but he took another look to see if he had called on every merchant. He had skipped a drug store and a fruit shop.

"He had not visited the fruit shop because he saw no fruit in the window. He thought if the storekeeper had

[1] Quoted by permission from the *Manual for N. C. R. Salesmen,* of the National Cash Register Company.

no goods to display there would be no chance to sell him a register. He had not called on the drug store, because it did not have the usual store front, being located in an old-style, two-story building with only one window. He did not know that Mr. Brown was a druggist of reputation nor that he had been established for many years and was doing a thriving business. He approached the druggist who said, 'I have often considered buying a cash register, but the price is too high.' Upon being asked what register he had in mind, the druggist went to his desk and brought out a proposition which had been given him by the former salesman. After convincing the druggist that the price was right, the salesman secured his order for the register which had been previously demonstrated to him. With the slogan, 'Go to the end of the street,' in mind, the new salesman called on the fruit dealer and sold him a machine.

"Give everybody a chance to buy. Take it for granted that everyone can buy, rather than determining without an interview that some people will not buy. Let the merchant decide. Do not decide for him."

THE GENERAL SURVEY

Whether the salesman is selling to dealers or engaged in specialty selling, as soon as he is assigned to a territory he should make a general survey of his field. He should study a map of the territory and learn the best methods of going from place to place. He should learn what are the chief business enterprises in the territory, their nature, prosperity, and steadiness of operation; what are the chief sources of income; in which financial class the majority

of the people belong, whether they have, as a rule, small, medium-sized, or large incomes; what races and what religions are represented among the people; and the hundred and one things which give this territory the character it possesses.

Too many salesmen fail to realize the value of a comprehensive knowledge of their territories. They follow "hot tips" which lead to individual sales, but neglect to study the conditions on which the building of a business depends.

The National Cash Register Company considers that "next in importance to a thorough knowledge of your product is to know the conditions which exist in your territory."

TIME SPENT IN PROSPECTING

It probably is not possible to get too much information about your territory, but it is possible to spend too much time in getting information.

Norval Hawkins,[1] who made such a remarkable record in the selling of Ford automobiles, has stated that very few salesmen know how properly to balance their prospecting and hustling for orders. "The fault," he continues, "is usually due to failure in utilizing all opportunities for prospecting which might be used without diminishing the time that can be spent in actual selling.

"The thoroughly efficient salesman seldom needs to give up to prospecting any portion of the hours when selling usually is done to the best advantage. He is prospecting all the time, even when talking with a buyer. All his

[1] In *The Selling Process*, published by the Norval A. Hawkins Business Service.

senses are trained to acuteness in perceiving suggestions that may open the way to new business. When he is not in the presence of a buyer he is on the lookout for one everywhere. He makes it his business to get acquainted with his territory by getting acquainted with as many people in it as he can, always with some definite, clear idea in his own head."

METHODS OF PROSPECTING

"As I review my own experience," said Robert D. Lay, now vice-president of the National Life Insurance Company of the United States, whose observations are based on a long and successful experience in the field, "there is one fact outstanding more than all others. It is just this: All sorts of men succeed and all sorts of men fail, but there is one thing common to these in each class. The successful men are those who see people, the failures are those who have not seen people. If I can start off an agent so that he will make it a habit constantly to seek prospects I know he will succeed."

As Mr. Lay goes on to say, however, merely making ten or twelve interviews a day will not necessarily make many sales. A salesman might conscientiously visit fifty people whose names had been taken from a certain list and yet make scarcely any sales. Another might follow the same plan and present a splendid report. In other words, your method of prospecting depends on your personality, the commodity you are presenting, and on the type of people you are soliciting. Only by experience can you tell the plan which will bring best results in your individual case.

This does not mean that the agent can depend on hit-or-miss methods of prospecting. He must prospect with a definite plan even though, as is usually the case, he uses more than one method of prospecting.

The methods employed by salesmen to find prospects are almost as numerous as the salesmen who employ them, but they all fall more or less readily under three heads:

I. *The Straight Canvass.*

The "straight canvass" consists in selecting a town, a street, a "block," a building in which a group of people reside who might need your product, and trying to obtain prospects in one of the following ways:

(a) Calling on persons whose names you have secured from some person in the neighborhood or whose names appear on the doors or windows.

(b) Calling on those whose names appear in classified lists of doctors, brokers, automobile dealers, or whose names are to be found in the membership lists of organizations such as the "Ladies' Aid" or the local posts of the American Legion.

(c) Calling on those whose names appear in lists showing that an occurrence in their lives has put them in the prospect class—an event such as marriage, the birth of a child, a death in the family, a mortgage on property, or engaging in a new business enterprise.

The "straight canvass" is difficult, since, instead of approaching a prospect armed with information as to what his personal needs are, you must obtain that information during the interview. When the proposal will necessitate a rather large outlay of money, it is often better to state

that you have come merely to get information on which to base a definite proposal rather than to make a sale. In the door-to-door canvass, though, this is often out of the question.

Many companies help the salesman in his prospecting, if he is doing door-to-door canvassing, by special offers. For instance, a set of cooking utensils will be presented to the "Women's Auxiliary" of a church if a certain number of the women purchase articles from the salesman. Where this is not the case, though, the salesman must depend on his own powers of observation to obtain prospects.

II. *The "Endless Chain."*

John L. Golden, the producer of the play, "Lightnin," which holds the record run on Broadway, says that if he has a good play the "endless chain" will never fail to fill his house.

"My procedure is to do no advertising at all aside from a little eight-line announcement, which is the smallest amount of space that a newspaper will sell to a theater. I calculate that if the first people who see the play (and there may be very few on the opening night) are pleased, each of them ought to tell at least one other person, and that, therefore, in a little while we should have the theater filled. That is the test of a good play."

You can begin this method with yourself as the first link in the chain. Make a list of your friends and acquaintances, for, like the list of persons to whom you should send Christmas presents, you never realize how many there are until you write them down. A good plan is to list your interests and then under each heading to

write down the names which occur to you in connection with each. You probably have interests such as the following:

1. Bridge.
2. Tennis, golf, or handball.
3. Horse racing.
4. Episcopal Church.
5. Republican Party.
6. Wisconsin University.
7. Masonic Lodge.

This list could be prolonged indefinitely, but the groups illustrate the idea.

When you make a sale, ask the buyer to give you the names of other persons who might be interested in what you have to sell. It is usually easier to make sales to persons whose names you have obtained in this way, for you are often able to get a certain amount of information. In case the buyer will allow you to use his name, the approach is very easy, too, if you are able to say: "Mr. Brown, your friend Mr. Walker has told me that you'd probably be interested in a rather unusual opportunity for investment" or in whatever you are selling.

"Lack of prospects," said some one, "can only be accounted for by lack of thought." If you meet only one new person a day, you will meet 365 persons in a year. Each of these has acquaintance of friends. In fact, from the average individual will radiate a score or more logical routes to new business if you develop a "nose for prospects" as the good newspaper reporter develops a "nose for news."

III. *Centers of Influence—Influential Contacts.*

Through a center of interest we secure the constant co-operation of some person whose good will toward us we have enlisted, and who is in a position to furnish us with information which is useful in selling.

The best center of interest is a former purchaser who is enthusiastic about your commodity. If the purchase of the article has been of great benefit to him, he will "sell" other people the idea of purchasing and will be glad to give you the names of people who are interested.

If you were traveling from town to town selling vacuum cleaners, for instance, the value of having a woman in each community who would tell her friends about your cleaner and would give you several names is obvious. Often, in a new territory, an influential contact of this sort can be developed, if you make a practice of stopping in to see if the cleaners you have sold are working well and then, when you find an enthusiastic user, ask her for the names of several other women who might be interested. The next time you come around she probably will not object to giving you some new names, if her friends are also pleased with their purchases.

The type of influential contact which you should have will, of course, depend on the product you are selling. If you are selling something which is of real value, however, you will often find that men occupying such positions as the rector of a church, the principal of a public school, a doctor, will be willing to assist you if they know you and have confidence in you.

LETTERS USED IN OBTAINING PROSPECTS

Form letters which have the appearance of circulars ordinarily receive little attention from the busy business man as he goes over his morning mail.

If you use letters at all, type each one separately and sign it by hand. A hundred letters which have the appearance of individual communications will produce better results than a thousand letters run off by the multigraph.

You will find it a good plan and a good investment to inclose a return card and return stamped envelope, but don't get discouraged at a small number of replies. You are doing well if you receive a reply to one letter in twenty. The real value of the letter lies in the fact that they form an excellent introduction to your subject, since it is not especially difficult to go to a prospect and to say, "Mr. Brown, you no doubt received my letter to you explaining briefly the service my company is rendering. I have come to explain it a little more fully to you."

It is a good plan to see all those to whom you have sent the letter. You may have all the letters which you are planning to send to a certain group of prospects typed at one time, but have them dated so that you can mail them in relays and follow them up promptly.

The following are letters which have been used successfully in various fields. In a book which discusses and takes up the study of salesmanship in general it would not be possible to include letters on all subjects. These letters, however, will show you several types of action-producing appeals.

LETTER SUGGESTING PLANT EQUIPMENT [1]

MY DEAR MR. FRENCH:

You will soon be wanting supplies for the new plant you are erecting.

And you know what a trying proposition supply buying is when you have to obtain your equipment from a dozen different sources. There are sure to be some parts to go back for alterations; there will be delayed shipments on some goods that will hold up all. You have been saying to yourself how much quicker and easier and better you could put your plant in shape if you could get somewhere a complete equipment that would meet your needs.

That is just what we are ready to install for you on an hour's notice—a complete equipment that will meet your most exacting demands—in economy of operation—in day-in-and-day-out wearing quality.

And because we can furnish you with every item of equipment that you need, we can do it at a bed-rock minimum of cost to you. The catalog inclosed is a perfect directory of plant equipment. Go over it very carefully. Note particularly the special prices quoted on "Star Brand" belting. This is made in our own factory from the very choicest oak-tanned stock. In actual tests it has proved its ability to outwear three times over any other belting at the same price on the market. And this is just one item—just to give you an idea of the price and quality we could give you in furnishing your plant complete.

You simply cannot afford to buy a dollar's worth of supplies until you know our rock-bottom price for the entire equipment. Fill out and mail the inclosed specification blank to-day. Our prices and full particulars will come by return mail.

Very truly yours,

[1] Letter included in *How to Write Letters That Win*, A. W. Shaw Company, Chicago.

LETTER SUGGESTING A NEW TYPE OF ROOFING [1]

MY DEAR MR. BENSON:

You believe in protecting your home from fire, don't you? But how about protecting it from the other elements?

The next time it rains, your shingle roof may leak, your ceilings may be water soaked and some of the choicest and most valued contents of your home damaged beyond repair.

For sooner or later, shingles are bound to warp and curl, pulling out nails and allowing the rain to beat in. Furthermore, they rot quickly when shaded, and even though they may LOOK firm, they allow the water to soak through.

But it isn't necessary for you to run this risk. For at no more than what ordinary shingles cost, you can get absolute protection—in Flintoid. Here at last is a roofing that will withstand year in and year out the most severe weather conditions.

Flintoid is made of the very best of raw materials. It is laid in three layers over the entire surface. Over that goes a red coating that oxidizes after a short exposure and makes a surface solid as slate and absolutely unaffected by heat, cold, or dampness.

Just sit down for a moment and figure up how long it has been since your roof was put on. Can you trust longer to its doubtful protective qualities? Flintoid can be laid right over the old roof, as the booklet shows. The cost includes nails and cement—and we pay the freight.

Simply fill in the dimensions of your roof on the inclosed order blank, sign, and mail to-day.

Very truly yours,

[1] Letter included in *How to Write Letters That Win,* A. W. Shaw Company, Chicago.

PROSPECTING LETTER USED IN A RETAIL STORE [1]

My dear Mrs. Berry:

Many of our neighbors are advertising White Sales. We, too, hold a January Sale but not in the usual sense of that term. Our annual event which might be called a White Sale really means a great price reduction of our standard goods in Linens, Bedding, and Lingerie.

We feel so confident that you know how advantageously our prices for quality compare with those of other shops for corresponding values, that it seems superfluous to go into detail.

I have a more interesting story to tell you:

Some bed spreads printed with vegetable dyes in East India were placed on a counter in our Bedding department. They are the real thing of which there are so many imitations. We have the same goods by the yard, but without the beautiful borders. In an exclusive shop I happened to see a kimono-shaped gown made of the same kind of material but without the wonderful borders. It occurred to me that one bed spread would cut a gown, parasol, and hat. They have been made, and the result has been pronounced very smart, as East Indian fabrics and designs are so fashionable.

We know you will be here during the month if your lingerie, bedding and linen need replenishing.

May I ask you to come anyway—to see the stunning apparel which has been made from this odd and striking East Indian bed spread?

Yours very truly,

(Signed) Louise Morrell Whipple

for James McCutcheon & Co.

[1] Used by permission of James McCutcheon & Co., New York City.

PROSPECTING LETTER USED IN A RETAIL STORE [1]

My dear Mr. Langdon:

A man told me the other day that he has twenty negligee shirts —useless—because the cuffs are ragged. Answering, I told him the true story of a McCutcheon shirt made of imported Scotch madras with two pairs of cuffs. The second pair of cuffs is furnished without extra cost—all made ready to stitch on the bottom of the sleeves when the original cuffs are worn out.

The Scotch madras is fine, tough and won't fade. Any shirt made of it will outwear two pairs of cuffs. It is shirting—not dress material.

Price is $3.50—and as a shirt is seldom well tailored for a smaller sum, we feel this is offering "two in one" for the price of one.

The Haberdashery has a direct entrance on Thirty-third Street, right off Fifth Ave., and you will find all men clerks on the floor.

Yours very truly,

(Signed) Louise Morrell Whipple

for James McCutcheon & Co.

[1] Used by permission of James McCutcheon & Co.

LETTER SENT TO RETAIL CLOTHING DEALERS [1]

My dear Mr. Ames:

Will you try this simple experiment to-day?

Here is a swatch [2] of 5130 Clothcraft Blue Serge with a tag attached showing the most popular men's model for year 'round wear.

Here, also, is a sample Clothcraft guarantee:

Put the swatch and the guarantee in your pocket. Each time, to-day, that you have an opportunity of talking with one of your men customers, pull out this swatch and hand it to him.

Have him pull it, rub it between his thumb and fingers, crush the end of the swatch in his closed fist, release it and notice how it springs back smooth and neat.

Tell him the manufacturers stand back of 5130. Give him the guarantee and let him read it.

Then tell him what you would ask for a suit of 5130. (It costs you $———.)

How many of the men you talk to could you sell this fall if you had 5130 in stock?

When you have proved to yourself the salability of 5130 Blue Serge, use the enclosed card for a sample suit.

Truly yours,

The Joseph & Feiss Co.

[1] Quoted from the Sales Data of the Dartnell Corporation, Chicago. Used by permission of the Joseph & Feiss Co., Cleveland, Ohio.

[2] A swatch, 7½ x 3 inches, of blue serge, a facsimile of the guarantee and an order card were enclosed.

ADVERTISING MATERIAL USED IN OBTAINING PROSPECTS

Often salesmen select attractive pieces of advertising literature issued by the company and send them out instead of sales letters.

The Westinghouse Air Spring Company, manufacturers of shock absorbers for high-priced cars, for example, select the names of wealthy men to whom are sent attractive folders. On the cover of each folder is printed, "Introducing Mr. ——," to which the salesman's name is added; on the second page is a picture of an automobile equipped with Westinghouse Air Springs; and, on the third page is a letter addressed personally to the prospect and signed by the vice-president of the company.

In most cases the introduction is sent direct to the home address of the prospect. A few days later the salesman follows up the letter, telephoning during business hours for an appointment.

Of course, the salesman's use of advertising material is governed by the material issued by his company. If, however, you are able to obtain attractive circulars, don't neglect to make use of them.

GENERAL SOURCES OF PROSPECTS

Many salesmen start selling with a certain number of prospects in view—friends, former business connections, or persons who have an obvious need of their products. Interviews with these prospects, though, may not employ all the time which a man should devote to selling in order to make a worth-while record. Also, if a salesman is sent into a new territory, he may have to begin with an empty prospect file. In both cases he must resort to more general

sources of prospects. The most generally used sources of prospects are given on the opposite page.

Of course, these are mere lists of names and among them will be found many blanks, as far as actual sales are concerned. However, if you arrange names so that the territory can be covered rapidly, or if you use the names for circularizing, general lists of this sort prove to be very valuable.

Often very profitable leads can be found in the items of local papers. If you were selling children's books, for example, the lists of children who take part in the programs given at Parent-Teachers' Association meetings would give you direct leads, with something to talk about to the parents at the same time; accounts of charity bazaars or civic club meetings would give you the names of prominent women in the local communities; notices of business deals, or occurrences in the business world which are usually written up more or less in detail in local papers, will often give valuable information as to why a certain individual, firm, or company needs the services which you can render.

In "What Would I Do?" a series of suggestions proposed by business men which were published in *System,*[1] W. C. Krause states:

"If I managed salesmen who sold office devices or devices that would help do business more effectively, such as bookkeeping machines, I would look over the papers carefully each day for notices of the death or retirement from business of heads of conservatively conducted businesses.

[1] *System,* September, 1922, published by A. W. Shaw Company, Chicago.

PROSPECTS	SOURCES OF NAMES				
	DIRECTORIES	RECORDS	ORGANIZATIONS	NEWSPAPERS	MISCELLANEOUS
Property Owners and Taxpayers	City, Telephone	County Tax List, City Tax List, Registration List, Building Permits	Civic	Society Notes, Real Estate Transactions	Auto Registration
Professional and Business Men	City, Telephone, Mercantile Rating Books		Professional, Commercial, Civic, Advertising Clubs	Business Changes, New Incorporations	Trade Journals
Farmers	Gazetteers, Telephone, County	County	Lodges, Granges		Rural Mail Carriers, County Agents, Editors of Farm Papers
Club and Lodge Members	Trade		Fraternal, Social and Labor Membership Lists	General Notices	Fraternal Magazines
Officers and Executives of Business Concerns	City, Mercantile Rating Books, Directors' and Miscellaneous	Corporations	Professional, Commercial, Advertising Clubs	New Incorporations, Business Changes	Bank Managers, Trade and General Magazines
Mortgage, Bond and Stockholders		Corporation, County, City, and Province			Brokers, Addressing Companies
Women	Telephone, Social Register		Church, Civic, Social	Society Notes	
Class, Vocation, and Miscellaneous	Trade, Year, and Blue Books, Miscellaneous	Marriage Licenses, School Lists, Tax Lists, Military Census Reports	Professional, Social, and Labor	Names of Advertisers, Births, Deaths, Marriages, Engagements, Removals, Real Estate and Business Changes	Employees' Names, Addressing Cos., Salesmen's Reports, Customers, Dealers, Justices of Peace, Country Editors

"Often the junior members of the firms have been eager for a long time to install new systems or purchase modern equipment, but have been held back by the older head of the firm, who insists on keeping his old-fashioned ideas in practice.

"In such instances, the 'first' man on the ground has the best chance of getting a good order."

For the salesman who really uses his brains there are often almost untouched mines of prospecting material even in the thoroughly covered districts.

A salesman who was selling securities, for instance, found that he could do a considerable amount of business among night workers in the downtown district, such as newspaper men, since they were seldom approached by the average agent.

"A Chicago automobile painting establishment," according to a report of the Dartnell Corporation,[1] "wanted to get a 100 per cent list of prospects. So it placed a man on automobile row. Whenever a car passed that looked as though it needed repainting, 'the lookout' jotted down the license number of the car. The next day numbers were checked up with the state license list and a letter was sent to the car owner calling attention to the fact that a little paint and varnish would do no great harm, and tactfully suggesting that he stop in and talk the matter over the next time he was downtown. Needless to say a great many did, with the result that considerable business was secured at a comparatively small outlay.

"Similarly, the Sherwin-Williams Company once secured a valuable list of house owners whose houses were

[1] Bulletin No. 6, Copyrighted 1922, the Dartnell Corporation, Chicago.

in need of repainting by offering school children a small inducement to send in such names. The use of school children is capable of wide adaptation and can be made a very productive source of live names. Care must be exercised, however, in checking up the names to make sure they are *bona fide.*"

SELECTING PROSPECTS

It is always advisable to have a long prospect list in reserve, but don't clutter up your working file with mere suspects. Concentrate on people who show evidence of progress, who can pay for what you offer.

Keep going over your prospect lists frequently, too, in order, to eliminate names which aren't promising; otherwise you will be hampered by a lot of dead wood.

From the mercantile rating books, from the part of town in which a man or woman resides, or by means of a little inquiry, you can tell whether there is any possibility of a sale.

Here, according to the *Casualty Review,* is what happened to an average thousand names on a mailing list after a period of three years:

"Four hundred and two people have changed addresses from one to four times.

"Two hundred and sixty-one have moved to parts unknown.

"One hundred and twenty-four have already purchased the product.

"Eighty-three have bought a competing article.

"Seven have died.

"One has gone to jail."

Any name that is worth keeping on your list is worth keeping up to date by noting all new information that may come to you on that name. A good prospect is an asset, a poor prospect is a liability; so work only upon those prospects to whom there is some chance of making a sale.

In doing door-to-door canvassing, of course, you can judge to some extent whether a person is a prospect or not from the locality of his office or house, or the nature of his business, but the elimination of names is somewhat difficult.

One salesman of vacuum cleaners selected the streets in a town in which the houses looked as though the owners might use vacuum cleaners. He then went through the local telephone directory, which in the smaller towns and cities is not a difficult undertaking, and listed the names of the persons whose addresses showed that they resided on those streets. He telephoned to each of the persons asking a general question such as, "Do you use electricity?" To which the answer was naturally, "Yes." "You'd be interested then, I think, in a way of cleaning your house by electricity which would save time and money. Will you be at home this afternoon about three o'clock?" People who already were using vacuum cleaners would then inform him of the fact and, if to the question, "Are you entirely satisfied with it?" the prospect stated that she was entirely satisfied, he eliminated the name from his list.

This general method of selecting prospects has the advantage of giving you the name of the prospect (it is always unwise to ask for the "lady of the house"), and you can say to the maid who answers the door, "Mrs. Brown is expecting me."

YOUR PROSPECT FILE

Success in prospecting, as in every other phase of selling, depends very much on system. As there is no "best method" of prospecting, there is no "best method" of filing prospects' names. Any system is worth while only to the extent that it makes possible better returns for you or better service for your clients. In other words, be systematic in your work; but don't become so infatuated with your system that you forget its purpose—namely, to help to make sales.

If your system of filing prospects' names takes up hours which should be devoted to interviewing customers, throw it aside and get another system. It is by no means necessary that you follow a particular system. It is merely necessary that you should follow some system.

No particular system which we could outline would work for all salesmen, even for all salesmen who were engaged in marketing the same commodity. Some salesmen will need merely the list of names in a certain district. In most cases, however, the particular system adopted by the salesman should provide the means of keeping:

1. A list of a number of people to call on each day.
2. A record of the particular reason why you are calling on them that day.
3. The list of reasons why you think your prospect should purchase your commodity.
4. All available data concerning his habits and characteristics which would aid you in selling.

Unless you are traveling constantly, some sort of card index system is probably the best method of filing prospects' names, the ordinary system consisting of two sets of cards—the permanent cards and the working cards.

Each prospect's name is entered on a separate permanent card and filed in its alphabetical order. A 5 x 7 card is a satisfactory size and gives room for adequate data about your customer. On it should be noted all facts concerning the prospect as they are received: his occupation; financial condition; whether he has ever been interviewed before; whether he is a former purchaser; what are his personal interests, habits, and characteristics; and any special information which would be of value to you in the presentation of your proposal.

In addition to the permanent office cards, there should be a set of active, or working, cards. These should be of pocket size, 3 x 5. They should contain the names of those on your permanent list whom you will see at certain times, and should be filed in their chronological order. On these cards should be noted the reason you are planning to see the person on a certain date, if you have a particular reason, such as the day on which he will receive dividends from stock and will have money to invest, and, of course, the time set for appointments should also be noted on the working cards.

These cards should be glanced over several days in advance, in case you wish to notify the prospect of your intended call. In any case, however, you will usually be able to plan your work each afternoon for the ensuing day on the basis of the information which the cards contain.

Of course, if the salesman is constantly traveling about, this sort of equipment is out of the question on account of its bulk. You will find it worth while, though, even if you are doing door-to-door canvassing, to keep a permanent list in one notebook and to list possible prospects to be interviewed on particular days in another.

Even when you keep a card index of prospects, you may prefer to transfer the information contained on the index cards to a notebook before you start on your rounds. This is in most cases useless labor, however, for there is no reason why these smaller cards should not be carried with you.

THE PROSPECTING FIELD

Never consider, in making out your prospect lists, that because a large number of people in your territory have brought a product similar to yours that there are no prospects. As an editorial in *Printers' Ink* [1] states: "There has perhaps never been a business, whether it has to do with meat packing, tooth paste, correspondence courses, where a concern with a good product, an aggressive selling plan, and some real advertising couldn't go in and get near the top in a short time. It has happened continually in almost every field one can name. And the more competitive the field and the more live manufacturers there are in it, the better are the newcomer's chances. If his live competitors have created a multitude of new uses, he has that many more prospects to whom he can talk about the specific advantages of his own product. If low-priced competitors killed the chances in a whole field,

[1] "The Overcrowded Field," *Printers' Ink*, August 17, 1922.

there would never have been a new high-priced car put on the market after the advent of the Ford. Yet every automobile salesman knows that one of his best prospects for a higher priced car is the man who has been driving an inexpensive one."

Too many men fail in selling because they accept the prospect's point of view as to the possibilities of a sale. Naturally, the best prospects are those who know they need the goods and who say they are ready to buy. Not so good are those who say they know all about it and will let you know. Their minds are closed to further information unless you can get at the reason for their refusal to decide, and yet they are not sold on the idea of buying your goods. But never neglect as a prospect, the man who turns you down, but still needs your goods, even though he doesn't know it.

"When a call is made," says Wesley A. Stanger in *Personal Selling*,[1] "the salesman should size up all the conditions.

"By questioning he can find out what he needs to know to determine whether the house is a prospect or not. If he were selling a time-clock system—that is, an "in and out" employees' recorder system—he would ask questions dealing with the adaptability of a system. For instance, he would not walk right in and try to sell the prospect a time-keeping system.

"In the first place, the firm might have one. This does not mean that they would not be a prospect, but it does mean that he would have a different set of conditions to

[1] Wesley A. Stanger, *Personal Selling*, The Gregg Publishing Co., New York.

deal with, although he would know that they did not have to be sold on the idea. They would have to be sold on the superiority of his system over the one in use, and sufficiently well sold to make them see the profit and advisability of throwing out the present system and installing his.

"On the other hand, if the firm did not have a time-clock system, he would start out something like this:

" 'I dropped in to inquire about how many employees you have. We manufacture an In-and-Out-Employees' System and I was curious to know how it would operate here.'

"The chances are that the man to whom he is speaking would not only tell him how many people were employed, but whether or not they had a system and what system it was.

"He would follow this up by inquiring if they were all on one floor; whether they took their time at the employees' entrance to the building or at the department; or how far it was from the entrance to the farthest department; how they computed their time; what penalties attached to being late. Whatever other questions he could get the interviewer to answer, he would ask without once suggesting that he wanted to sell him. At the close of the interview, the salesman might mention his system only casually a few times and apparently not push it at all. Openings may have presented themselves where he could make some telling remark about his system. The man being interviewed may have a system and tell the salesman he does not want to change, or he may tell him point blank that he has no system and would have none

because he does not believe in time recorders. No matter what his reply, he would be a prospect to the experienced salesman if he had a use for the device.

"Suppose the man interviewed proved to be the right man to see and he had told the salesman that he would not have a time-clock system in the place. This would appear to the observer as no prospect. This is the way the experienced salesman's prospect report would read:

" 'Finley, Southworth & Co., Mr. J. B. Finley, treasurer, right man to see; says he would not have time-clock system; does not believe in them. Have 250 employees on four floors; Dept. heads take time as they enter departments on slips of paper which go to the cashier. All enter same floor, side street; walk up. Could use five recorders and cost calculators. Good prospect. Call in thirty days. Send advertising material.'

"Gauged by the information on the report, the salesman's judgment was perfectly good on this prospect. Regardless of what he said, he is a good prospect; but he needs education. The education is started by mailing him certain printed matter that the advertising department has prepared for just such people. Thirty days will elapse before the salesman calls again. He will have sown some seed in the meantime and prepared his ground for cultivation. If the prospect is especially obstinate he may spend only a few minutes with him, but those few minutes will be well spent. The salesman has enough of the conditions in mind in that store to be able to drop a few suggestions that will interest or even startle Mr. Finley, although he may not admit it.

"The salesman knows that the system of checking em-

ployees with a pad and pencil is practically useless and that there can be no accurate gauge of lost time. He knows that a department head having an unfriendly attitude toward certain employees can make them show up very badly, while the reverse will also be true. He knows that if there is an average loss of time among 250 people of five minutes a day, this means twenty hours a day, or the time of two and a half people. This converted into dollars and cents at the average wage paid will show Mr. Finley that he is losing money in a very bad leak that has not occurred to him. All the salesman may be able to do is to leave these thoughts with him, but he knows that this firm is a good prospect and that enough of these suggestions dropped there will eventually bring Mr. Finley to the point where he wants to investigate. When that time comes, the salesman will then be leading the movement and the direction of it will be toward an order."

Roger W. Babson's Statistical Organization has evolved an interesting mathematical expression of a commonly accepted fact:

"$V = \frac{P}{R}$, where V = Volume of Business; P = Sales—Sales Pressure; and R = Sales Resistance.

"The volume of business can be increased by decreasing the sales resistance or by increasing the pressure. Sales resistance is more or less fixed and determined by the mental attitude of the public. Sales pressure, however, can be altered at will."

Of course, the volume of business will depend on the sales pressure that is exerted during the entire selling process, but there is no part of the selling process during

which it is more necessary to exert sales pressure than in the search for prospects.

Summary

Prospecting is the process of finding what people have a need for your products and where these people are.

Prospecting on the part of retail salesmen is usually carried on by indirect methods. The service which customers receive determines whether they will be prospective purchasers in the future.

The finding of prospects is part of the job of the wholesale salesman. He should learn how properly to balance his prospecting and actual selling.

The success of the specialty salesman who does not have a "nose for prospects" is as doubtful as the success of the reporter who does not have a "nose for news."

The making of a general survey is an essential part of the wholesale and specialty salesman's work. He should list business enterprises, chief sources of income, financial class of the majority of the people, the races and religions represented, and any other facts which would influence the sale.

The methods of prospecting are the Straight Canvass; Endless Chain; Center of Influence. The salesman should try them all until he finds which is best suited to his case.

Form letters or advertising circulars often bring in the names of prospects, but these should be followed promptly by a personal call.

It is advisable to have a long prospect list, but not a

long "suspect" list. Concentrate on people who give evidence of progress and can pay for what you offer.

Any card worth keeping on your prospect list is worth keeping up to date by noting all information that you can get.

Success in prospecting depends upon system. Lack of prospects can be accounted for only by lack of thought.

CHAPTER IV

THE APPROACH

A FRIEND of the writer's, H. F. Harrington, relates the following very interesting personal journalistic experience which illustrates some of the principles underlying the effective approach.

A very wealthy man, whom we will name Jones, was being publicly criticized because of his interest in the very lucrative business of manufacturing a patent medicine with a high percentage of alcohol. The high percentage no doubt had a very direct relation to the large sales. The newspapers were interested in having him make a defense of his position. Jones refused to be interviewed by any newspaper man. Harrington, in searching out the possible means of gaining an interview, found that Jones was much interested in bees. The young journalist, therefore, spent all afternoon and night familiarizing himself with the subject of bees, even consulting some authorities to obtain sufficient knowledge of these insects to tide him over his proposed interview. His approach to Jones was about as follows:

"Mr. Jones, my name is Harrington. About the only thing I can say for myself is that I am interested in bees and understand on good authority that you know more about bees than any man in this part of the state." Harrington received from Jones some further instruction in

his rather brief but intensive course on the habits of bees. He was taken to Jones's home, was given books about bees, and given special articles on the art of raising bees. He and Jones became real friends. What was more important, however, he succeeded in getting the story he went after without antagonizing Jones, who later told his side of the question and was pleased to have Harrington as his spokesman for the papers.

The interview was obtained because the journalist salesman found out enough about his prospect's interest or hobby to tap it immediately, thus increasing his chances of a favorable response.

Another type of approach is illustrated by the remarks used by a representative of the Davey Tree Expert Company:

"Good morning, Mr. Morgan, I want to talk with you about your trees."

"Well, what about them?"

Representative (the representative has noted that a tree with a splitting crotch overhangs a portion of the house) "Mr. Morgan, if a large branch of that tree came down, would it cause any particular injury?"

Morgan: "Would it do any damage? I should say it would. The room in which my wife and I sleep is right under the branch in question."

Representative: "Then, Mr. Morgan, I would advise that you have that tree attended to at once, as it has a splitting crotch and there is a possibility that it may go down in any storm. It is sure to crash some time."

The opening remarks of this salesman, naturally, made a much better impression than if he had come out bluntly

with the remark: "Mr. Prospect, that tree has a splitting crotch which may result in a large branch coming down and doing serious injury to your house and those who occupy the room which is beneath it."

No definite rules can be laid down as to what to say and what not to say in making the approach. The type of approach which will be most effective in the case of the individual salesman will depend, like the rest of the sales talk, on his personality, on the prospect, and the commodity he is selling. The examples just cited, however, show the value of the carefully planned approach.

THE STEPS IN THE SALE

Most books on salesmanship divide the selling process into separate stages and list these stages in the following order:

1. Attracting attention
2. Arousing interest
3. Creating desire
4. Developing confidence
5. Forcing decision and action.

This order is not followed in every sale as, for example, when the type of the article makes it advisable to develop confidence before attempting to create desire, or when a previous purchase has developed confidence, making this step unnecessary. Generally speaking, however, the order given above represents the succesive steps of the sale. It is probably unnecessary to state that there is no sharp line of demarcation between any two of these successive steps. Attention may be merged into interest so gradually

that it would be impossible for the prospect himself to state when he began to be interested in the salesman's proposal or when he began to desire a certain article. For convenience, however, we shall discuss the various stages of the selling process separately and consider the attracting of attention and arousing of interest as the definite work of the approach.

IMPORTANCE OF THE APPROACH

It is quite generally agreed among successful salesmen that the larger number of sales are won or lost during the first five minutes of the interview. In other words, if you fail to hold the attention of the prospect and to arouse his interest during the first five minutes, your chances of making a sale are doubtful.

After the salesman has been recognized by the prospect, it is his turn to make the next move. If he stalls or assumes an apologetic attitude, the interview will be closed as far as the prospect's mind is concerned. The salesman must strive, therefore, to get the prospect's attention immediately.

ATTENTION

In making the approach, the salesman must realize that the idea of his proposal will be in competition with a large number of ideas which at any given moment are occupying the prospect's mind. A statement on the nature of attention by E. B. Titchener, the well-known psychologist, explains this situation.[1]

[1] Edward Bradford Titchener, *A Beginner's Psychology*, copyrighted, The Macmillan Company, New York. Reprinted by permission.

"Common sense regards attention as a voluntary concentration of the mind. For instance: I am sitting at my desk, thinking out and writing down the sentences of this paragraph. As I write, I am subject to all sorts of sensory stimuli; the temperature of the room, the pressure of my clothes, the sight of various pieces of furniture, the sounds from house and street, the scents coming from the room itself or borne in through the window; organic excitations of various kinds. I could easily let my mind wander, I could lapse into reminiscence or give the rein to my imagination. Yet I am perfectly well able to ignore all these distractions and to concentrate upon my self-imposed task. . . . I give my attention, of my own accord, to a certain topic that I have myself chosen; I could, if I liked, attend to something wholly different. That is the nature of attention as viewed by common sense.

"Let us see, however, how things look when we try to describe attention without making any effort to interpret or explain it. Suppose that, as I sit writing this paragraph, I am called to the telephone or am interrupted by the entrance of a friend. My attention is thus diverted to a new object. What happens? Something happens that we can only describe as a shift of the vividness of our mental processes. A moment ago my psychological ideas were vivid, . . . while all other ideas were dim; now the incoming ideas—my friend's business or the subject of the message—drive to the front; they in their turn become vivid, . . . while the psychological ideas, just lately central and dominant, fall . . . into the dim background."

Attention may be voluntary—that is, directed consciously by the will; or involuntary—that is, directed

unconsciously and apparently independently of the will. Before you enter a lawyer's office, for example, his attention may be voluntarily concentrated on the case which he is to try in court the next day. The mere sound of your entrance, however, will serve to drive his ideas about the case into the background and to fix his attention on you. The sound of your voice may fix his attention on what you are saying. But something else may come up while you are talking which will become more "vivid" in his consciousness and the idea of your proposal will fade into the background. Involuntarily his attention shifted from one thing to the next. It is for this reason that the salesman must make every effort to hold the prospect's attention at the beginning of the interview. After you have aroused his interest he will be likely to bring his mind voluntarily to bear on the question you are presenting, just as he brings his mind voluntarily to bear on the argument he is preparing; but when he has no special reason for considering your proposal, his attention will wander very easily. The click of the typewriter, for instance, may cause him to fix his attention on the fact that he must have the material on which he is working prepared within a certain time, and he will say he is "too busy" without even considering your proposal.

During one of the most emotional scenes of a play recently produced in New York, when an actor and actress of world-wide reputation occupied the stage, a stray cat crawled out from the wings, became frightened at the lights, and dashed back and forth on the stage. The scene was practically spoiled, for, from the rustle in

the audience, it was obvious that the attention of very few persons was on the remarks of the actors.

Just as slight a thing will serve to divert the prospect's attention from your remarks. If you have really aroused his interest, he will probably force his thoughts to return to what you are saying, but if his attention shifts before he considers your proposal, your chances of an order are limited.

If, for instance, a salesman enters a prospect's office with muddy shoes, the prospect may not mean to fix his attention on the muddy tracks on the floor, but unconsciously these muddy tracks become the most vivid thing in his consciousness, forcing other things into the background. If, as we have said, the prospect's interest has been aroused, he may consciously fix his thoughts again on your proposal, but if it hasn't, he would probably tell you that he is "not interested," or give some other reason for terminating the interview.

Fixing Attention on Your Commodity.

It is a characteristic of human beings that of all the stimuli which affect our sense organs, certain ones will be fairly sure to come clearly into consciousness while others are crowded out. Red lanterns, for example, because of their intensity, are used as signals of danger because they arouse such strong sensations that we simply must see them. Unfamiliar objects force themselves on our consciousness more powerfully than objects which are familiar. Moving objects produce stronger sensations than objects at rest.

When a salesman walks toward a prospect's desk he

practically forces the prospect to fix his attention, momentarily, at least, on himself. His real objective, however, is to fix the prospect's attention on his commodity, not on himself.

If the salesman is selling a commodity which he can carry with him to the interview, the same characteristics of involuntary attention will come to his aid in shifting the prospect's attention from himself to his commodity. The motion of bringing the object before the prospect's eyes, also its novelty, will help to fix the attention of the prospect on the object, thus bringing the commodity to the forefront of his consciousness. An attractive advertising folder, especially if printed in bright colors, will have much the same effect.

Many salesmen, in fact, include objects which have some connection with their selling, as a definite part of their selling equipment.

A fire-insurance salesman, for example, followed the plan of clipping articles on fires where no insurance was carried, placing them on the prospect's desk with the remark, "Wouldn't you consider that criminal negligence?"

In cases where it is not possible to use an object to introduce the proposal, the wisest plan usually for the salesman is to show by his first remarks just how the commodity will serve the prospect's interests, thus linking up his former interests with the new idea.

At this point in the sale, so closely are attention and interest merged that it is scarcely possible in a discussion of this kind to make any distinction between them. For convenience, however, we shall discuss them as separate topics.

INTEREST

In one of his "Talks on Psychology and Life's Ideals," William James makes this statement:

"Any object not interesting in itself may become interesting through becoming associated with an object in which an interest already exists. The two associated objects grow, as it were, together; the interest portion sheds its quality over the whole; and thus things not interesting in their own right borrow an interest which becomes as real and as strong as that of any natively interesting thing.

"The most natively interesting object to a man is his own personal self and its fortunes. We accordingly see that the moment a thing becomes connected with the fortunes of the self, it forwith become an interesting thing. . . . What more deadly uninteresting object can there be than a railroad time-table? Yet where will you find a more interesting object if you are going on a journey and by its means can find your train. At such times the time-table will absorb a man's entire attention, its interest being borrowed solely from its relation to his personal life."

Talking in Terms of the Prospect's Interests.

If you as a salesman are going to hold a prospect's interest, you can do it in most cases simply and solely by making him see that your proposal will serve his interests. A farmer may not be interested in a new type of reaper or a housekeeper may not be interested in an electric washer, as such, but it is very probable that the farmer will be interested in a machine by which his crops can be harvested more quickly, fewer men being needed to

help him, or that the housekeeper will be interested in a machine by which her clothes can be washed more thoroughly with far less labor on her part.

Take an approach that was used in selling National Cash Registers:

"Mr. Blank, my name is Knox. I represent the National Cash Register Company" (wait a few seconds) "and I want to show you how a modern National cash register will increase your profits, stop losses in your store, and increase your business."

Another very excellent approach used in selling the National Cash Register is:[1]

"Mr. Merchant, I want to ask you a rather serious question. Do you feel you are getting all that you should out of this business? I mean, are you satisfied that you are getting the return that you are entitled to on the investment you have made here? I have no idea, of course, as to how much money you have put into the business, but I can see that you are carrying a large stock of goods, that you are conducting an up-to-date store, that you employ several clerks, and I presume you are putting in considerable of your time also.

"You say that you feel you are getting the amount of money you should out of the business. I would like to ask you, Mr. Merchant, why you feel this way? Do you attribute it to your method of handling your business, or do you believe it is due to the carefulness and accuracy of your clerks?

"You say that you attribute it to both of these factors.

[1] Quoted by permission of the National Cash Register Company from the *Manual for N. C. R. Salesmen.*

I have called upon quite a number of merchants, but you are the first to put the matter up in just this way. I would appreciate it if you would show me how your system operates. An exchange of ideas might be helpful to both of us."

The salesman doesn't point out the superiority of the National cash register nor discuss any of its selling points, but immediately shows the prospect that he is interested in the problems of his business, and how he believes that he will be able to solve them in a way satisfactory to the prospect. He talks in terms of his prospect's needs and interests rather than in terms of the product he is selling. In other words, he takes the "you attitude."

THE "YOU ATTITUDE"

It is a good thing to plan definitely to start the selling talk by using the word "You" instead of the word "I." In the first place, the prospect will be more likely to be interested, since you are talking about him, and he is more interested in himself and his own affairs than he is in you; in the second place, you force yourself to frame a remark which will show the prospect that you are considering the situation from his point of view.

If you take the trouble to analyze a few of the "World's Great Orations" it will take you little time to discover that those which have made a powerful appeal owe the force of that appeal to the fact that the interests of the person talking and the person talked to were emphasized as the same.

Take the short address which Abraham Lincoln made on leaving Springfield to assume the Presidency:

"My friends, no one not in my situation can appreciate my feeling of sadness at this parting. To this place, and the kindness of these people, I owe everything. Here I have lived a quarter of a century, and have passed from a young to an old man. Here my children have been born, and one is buried. I now leave, not knowing when or whether ever I may return, with a task before me greater than that which rested upon Washington. Without the assistance of that Divine Being who ever attended him, I cannot succeed. With that assistance, I cannot fail. Trusting in Him who can go with me, and remain with you, and be everywhere for good, let us confidently hope that all will yet be well. To His care commending you, as I hope in your prayers you will commend me, I bid you an affectionate farewell."

It might have been expected that in a time of political storm and stress, such as prevailed at the time when Lincoln entered upon the Presidency, his public utterances would be largely a statement of what he hoped to accomplish. It would not take a very close study, however, of human nature and conduct, to explain which type of remarks would have made a greater appeal to his hearers.

Of course, this farewell speech of Lincoln's is not strictly an approach, but the remarks on the "you attitude" do not apply merely to the approach. It is essential that the salesman should take the "you attitude" whether he is making the approach, delivering the sales talk, meeting objections, or trying to close. We are emphasizing the "you attitude" in the chapter on "The Approach" because it is of such decided importance at this stage in the sale.

An actual illustration or two of the "you attitude" in the approach will serve to emphasize its very great importance in gaining favorable attention.

"Mr. Brown, you certainly keep your place in fine shape. It must take a lot of work to have as fine a display of flowers as you have here. I don't believe I have ever seen a larger variety. There does not seem to be a single kind that is lacking" (a slight pause) "unless you consider that rose bed over there. Don't you think you ought to have roses that bloom all summer. Have you ever seen the —— variety in bloom?"

After listening to this approach, how could the prospect fail to give favorable attention to the salesman's proposal?

The following approach is an excellent illustration of the "you attitude." The prospect's interests are given full consideration.[1]

"Mr. Gruth, my name is Glover. I sell Burroughs adding machines.

"Have you ever had instances where your customers have complained that their slips showed mistakes in your favor and wanted them corrected?

"If there are mistakes one way there are bound to be mistakes the other way. When the mistakes are in favor of the customer they are not so apt to call them to your attention; hence the balance of errors is more apt to be against you. Is not this so?

"Mistakes of this kind are a dead loss and come out of your net profits. Wouldn't you like to stop them?"

[1] Quoted by permission from *Selling the Retailer,* sales manual of the Burroughs Adding Machine Company.

THE SOLICITED INTERVIEW

Preparedness.

"Roosevelt personified the fundamental and all-essential qualities which must equip a successful interviewer," says Isaac F. Marcosson in his *Adventures in Interviewing.* "He made it a point to know every possible thing about the people who came to see him. If he were not already acquainted with their achievements he fortified himself by special reading or investigation. Authors were amazed at his familiarity with their books; scientists were astonished at his understanding of their researches; naturalists were impressed with the range of his experience; inventors stood agape at his technical comprehension of their work. The net result was that they succumbed first to his magnetic personality, and second, being human and therefore susceptible, to his knowledge of themselves or their friends. He was a great salesman."

Mr. Marcosson further tells of his own first interview with Roosevelt when he was sent by Walter H. Page, who was then the editor of *The World's Work.* When Mr. Page's name was brought up, Mr. Roosevelt's comment was, "I hear excellent reports of Mr. Page's two sons at Harvard."

"How the President learned that Walter H. Page had two boys at Harvard, and, furthermore, how they were getting along, was a mystery to me," says Mr. Marcosson. "He knew, however, that the editor of *The World's Work* would be pleased to know that the President of the United States was interested in his sons and had spoken about them."

No person in the world could know something about all the people with whom he came in contact without making a special effort to find out the topics in which these persons were interested. You know, however, how much more interested you are in a person who talks about the things in which you yourself are interested and, as we have said, a prospect will be interested in your conversation if you can talk in terms of his interests.

There is little doubt that Roosevelt's success was due largely to his sincere interest in people which made him *want* to know about those persons with whom he came in contact.

If, for example, a salesman who was attempting to sell an expensive set of books had on his prospect list the name of a man who had written articles on a certain subject, it stands to reason that the first impression which he would make would be favorable, and the approach fairly easy, if he were able to say, "Mr. Brown, I'm very happy to have this opportunity of speaking to you after reading your article in *Harper's Magazine.*" It will take you some time to prepare for this particular kind of approach, but if you have an important sale to make, you will find that it pays.

Of course, when you are interviewing large numbers of people daily, you can't stop to study each man's particular interests. But even if you are doing door-to-door canvassing, you can get bits of information which may really gain the interview for you. Don't ask for "madam" or "the lady of the house," for you are merely inviting the answer that she is "not at home." Find out from one person whom you interview the names of several persons

who might be interested, or, in a country town, the names of the people who live "next door." Find out from bell-boys in the hotel or from urchins on the street what family lives in each house. There are a dozen ways of learning people's names, and you will find it will be worth your while to make this much preparation for the sale. "Madam" may not care "to look at a new fashion magazine," but "Mrs. Brown" might be "interested in a magazine that contained patterns by which she could make really stylish clothes for herself."

In any sort of canvassing, don't neglect the things that a man's office or a woman's house can tell you.

A book agent walked into my office not long ago to try to interest me in a set of American histories. I wasn't interested and said so. In spite of the fact that three walls of the office were lined with books, many of them his own company's publications, his reply was: "Not interested in good books? Why, almost everyone is interested in good books nowadays!"

Think how differently the interview might have progressed if he had said:

"You have a splendid library here. I wonder if it contains a thoroughly up-to-date set of American histories."

In making remarks of this kind about objects in a house or office, a word of warning is necessary regarding the necessity for tact. You will make a far worse impression by a tactless personal remark than by making no effort to connect your remarks with the prospect's personal interests.

The general manager of one of the large textile manufacturing companies had on his desk for some time a

picture of his two unusually handsome young sons. He had married rather late in life, but was by no means an elderly man. He stated that he could almost invariably judge a man's selling ability, and he interviewed many salesmen daily, by his remark about the picture. Few salesmen ignored it, but the less tactful ones said, "Are these your grandsons?" while the alert ones said, "Are these your sons?" realizing that even if the children were his grandsons he would not be displeased at the idea that they considered him a young man.

As we have remarked before, it is not possible to state how much information you should have about a prospect before attempting an interview. It stands to reason, however, that the more information you can pick up about the prospect, the more points of contact you will have and the better your chances will be of interesting the prospect in your proposal.

Obtaining the Interview.

"If Charles Lamb were writing one of his 'Popular Fallacies'," says a well-known salesman, "he might entitle one of them 'The Bigger the Man, the Easier He Is to See.'" It is true that when you have passed the barrier of the outer office you will often receive more courteous treatment from the generals of the business world than from the second lieutenants. But it is obvious that the presidents, vice-presidents, and general managers of big corporations simply cannot interrupt their work to see everyone who wishes to see them. If they did, they could accomplish nothing more. They are forced to allow only those whose business is important or whom it would be

to their advantage to see to take up any of their valuable time. It is part of the work of the salesmen to make his approach in such a way that the prospect will consider that it is to his advantage to permit the interview at least.

There is always the problem of finding the name of the right person to see. Your methods will be determined by the type of article you are selling, but, of course, your greatest difficulty will be in the case of large corporations. One successful salesman used the plan of invariably asking for the president of the company. Naturally, he rarely saw the president of the company, but the president's secretary usually referred him to the man whom he should see. This method had the additional advantage of making it possible for the salesman to say, "The president's secretary has referred me to Mr. Jones as the man in your company who would be interested in a plan which I should like to present." Ordinarily Mr. Jones's secretary takes the word of the president's secretary, and the salesman obtains the interview equipped with the prospect's name.

Telephone Appointments.

It has become the policy of many large commercial corporations to refuse to allow salesmen to try to obtain an interview unless they make a telephone appointment first. Naturally, there are some interviews lost which the salesmen might have obtained if they had been on the spot, but there is a tremendous amount of time saved which would be wasted sitting in outside offices, and this time can be used in telephoning for appointments when there will be no question of obtaining an interview.

When the appointment is made by telephone, you are really making the approach in this way, and as much thought should be devoted to what you will say over the telephone as would be devoted to what you would say if you were making the approach face to face with the prospect.

The following telephone approach, for example, secured an interview for a salesman which he probably would not have obtained if he had merely given his name and the name of the company which he represented.

"Mr. Thomas?—Mr. Walters speaking. Mr. Thomas, you are interested in the training of salesmen, I believe, and I feel sure that through a branch of our service you could get valuable information that would take a tremendous amount of work on your company's part to secure. Could I see you this afternoon?"

In telephoning, always ask for a definite time; that is, don't say, "Could I make an appointment?" for you are inviting the final "No." If you say, "Could I see you this afternoon?" the prospect may say, "No," but you can then suggest some future time and explain your reason for wishing to see him.

Letters.

Many salesmen send out letters to prospects, not with the idea of obtaining a large number of replies, but to be able to say, "Mr. Prospect, you probably received a letter from me two or three days ago about investments" or about whatever the salesman has written, "and I wanted to explain the proposal a little more thoroughly." Also some companies, especially when sales are to be made directly to

a class of prospects who might be hard to see, send out letters announcing that their representative will call. Of course, the advisability of using letters depends on what the salesman is selling, and the effectiveness of this method of approach depends to a large extent on the letter itself.

In the Outer Office.

Your sales tactics, when you are in the outside office, like your tactics in making the approach to the prospect, depend very largely on whether or not you have an appointment, the type of man you are interviewing, and the proposal you wish to present.

Ordinarily, the salesman frankly states his errand and sends in his card. In many cases, however, it is unwise for the salesman to give the prospect the opportunity to pass judgment on the proposal before he has the opportunity to present its advantages, and he may find it wise to withhold the information about the reason for his visit until after he has entered the prospect's office. In such cases it is better to tell the telephone girl, or the man's secretary, that the matter is one which the prospect will have to decide for himself and that it would waste a good deal of time to explain the reason for calling.

No matter how strenuously a prospect objects to being interviewed, there is usually a way to reach him if the case is carefully studied and planned.

A salesman made plans to interview Smith, a very difficult man to see. He found that Smith was an enthusiastic supporter of a local boys' welfare organization.[1]

"From that," he says, "I took my cue. The next morn-

[1] Reported in *Salesology,* January, 1923.

ing I went over to Smith's office, scribbled a few words on a blank piece of paper, and had the office boy take it in to him. Instead of the office boy conducting me into Smith's office, the latter came out in person, walked over to me with a smile, shook hands cordially, and with his arm in mine led me into his office and closed the door.

"On the slip of paper I simply asked him if he would take a small subscription from me to aid in the good work of the boys' organization. After I was seated in his office, we discussed the boys' movement for a few minutes, and I told him that while I couldn't subscribe more than $5, I would like to make it $500. He took the $5 bill I peeled off, and thanked me just as cordially as though I had given him $500. I was beginning to get a little nervous, but when he asked me what line of business I was in I came out bluntly and told him that, while I was deeply interested in boys' welfare, having two young shavers at home of my own, I was also interested in finding out the reason why a man of his fine ideals and type would not see a salesman who had a wonderful proposition to present to him. I also intimated that it was still his privilege to refuse to listen to my proposition, but I warned him in advance that if he did I would be bound to sell him, because I had something I knew he needed badly in his business, otherwise I would not be wasting his time or mine. For a moment or two his face registered a little indecision, but he quickly signified his willingness to look into what I had to offer, and after he found out what I had and had signed the order he frankly stated he was glad I had used a little strategy in getting in to see him."

Be very careful, if you use methods of this sort, that your prospect does not get the idea that you obtained the interview by means of a trick. If he does, your chances of making a sale are few. Never say that your call is personal, for instance, unless you can present a plausible reason why it is personal, for no man likes the idea that he has been fooled.

The writer feels that it is often very difficult to know where to draw the line between using ingenuity in obtaining an interview and using methods which might be considered trickery. A good rule to follow, therefore, if you are in doubt about any method of approach, is *don't use it.*

Never fail, under any circumstances, to show to those with whom you come in contact before you see your prospect—office boys, clerks, telephone girls, secretaries—as much real courtesy as you would show to the man from who you hoped to obtain your order. When the question of whether a man will see you or not hangs in the balance, they often have a decided influence, and, if for no other reason than this, you can't afford to put obstacles in the way of your sale.

Don't look over the head of the smallest office boy, when he speaks to you, as if he were beneath your notice. On the other hand, it is not necessary to adopt an obsequious air. Take the attitude that you are a gentleman who has come to present a proposal which will be of interest to another gentleman; you consequently are entitled to respect and courtesy in return.

It may seem, from the amount of space devoted to ways of obtaining the interview, that the difficulties arising at this stage of the selling process are overemphasized. It

is true, certainly, that the salesman who is interviewing small retail storekeepers, for instance, need give the question of obtaining an interview very little thought. It is also true that a great many business men try to see everyone that comes to see them and that more often than not you will be told to "come right in." Every salesman, however, does come in contact with the "hard-to-see prospect," and it is a test of real salesmanship to be able to obtain an interview with that prospect rather than to decide that "it couldn't be done."

Obviously, if the prospect sends word that he has another appointment or gives a similar reason for not seeing you, your move is to ask for an appointment at a time when he can see you. It is much better to ask for another appointment, too, when he sends word that he is busy, for your time is as valuable to you as his is to him and he will have more respect for a man who can't devote the larger part of his time to waiting in outside offices.

If the prospect states that he does not wish to be interviewed, it may be futile to pursue the idea further at that time. A man, having taken a stand, hates to back down and to do what he has stated he will not do. If you know your prospect well enough, however, to know that he usually refuses to see salesmen, an ingenious appeal to his curiosity or an appeal to his self-interest will sometimes make him see you at the second attempt in spite of his first refusal.

Curiosity.

You remember, no doubt, how the vizier's daughter in the *Arabian Nights* saved her life from one day to another

through the device of arriving at a thrilling point in each of her thousand and one tales just as daybreak came. The king, unable to resist the desire to hear the end of the story, granted her another day of life.

From your own experience, you know how a crowd in the street will make you stop even if you have stated that you must get to a certain place as soon as possible. Your curiosity is stronger than your resolve. In the same way the prospect's curiosity will sometimes overcome his stated resolve not to see you.

One salesman whose sales usually involved large amounts and who often traveled long distances to see his prospects, when confronted by a barrier to the interview in the form of a refusal on the part of the prospect to see him, usually said, "Please tell Mr. Smith that I have traveled from Detroit to Chicago on purpose to explain a plan to him." He counted on the prospect's desire to know what had induced him to make such a long journey, and, once in the presence of the prospect, was able to make the sale. Appeals to curiosity, however, are often more or less trick ways of obtaining an interview and are not usually so effective as appeals to a man's self-interest.

Self-interest.

"If an editor really wished to run a popular page in his paper," said a well-known journalist, "he would have to do nothing more than to print a section of the telephone book day by day, for everyone would read the page to see his own name and the names of his friends and would want to know whether the right telephone numbers were given." Self-interest in this case would be stronger than

interest in public affairs. In the same way, self-interest in the sale is always stronger than interest in your product. A man isn't usually interested in the appearance, the quality, or the composition of any article, as a matter of fact, except in so far as it applies to him, so make him see that you wish to serve his interests.

If you can make an appeal to the prospect's self-interest, you can often make him reconsider the idea of seeing you. A typewritten proposal, made out to fit what you would consider to be the prospect's needs, in which his name appears, or an unusual advertising folder illustrating the use of your company's products, usually will arouse the prospect's interest if sent in to the office with the request that you would like to explain how your service or articles will be of particular advantage to him.

OTHER FACTORS WHICH MAKE FOR THE SUCCESSFUL APPROACH

Time.

It is as impossible to state what is the best time for the approach as to state what is the best way of making the approach. Business, home, and office schedules differ. At this point in the selling process the salesman must learn to use a little tact.

If you know that a prospect's office hours are nine to five, for example, don't make your call before he has had time to read his morning mail, say before ten o'clock, and don't appear at four forty-five, when he will probably be busy signing his mail and will refuse to see you. A prospect might tell his secretary that he wasn't interested and couldn't see you at three minutes before one, if he

was ready to go to luncheon, and in the future his secretary would not even take in your card. On the other hand, if you had come at three minutes after two, you might have obtained the interview which you wished.

Form of Greeting.

It is impossible to prescribe a set form of greeting to use when you meet a prospect face to face. In the larger Eastern cities if you entered the office of a man whom you did not know he would not expect you to shake hands. In many Western and Southern towns, however, you would be considered almost rude if you did not. It will not take many interviews for you to find out what is expected of you, and when you do find out, be careful to follow the general custom of the territory in which you are selling, for, as we have remarked before, details of this sort may balance the weight of the prospect's opinion for or against the giving of the order. Of course, you must be guided somewhat by the prospect's attitude, for you will find the aloof prospect in the Southern town and the "good fellow" in the Eastern city.

If you have not used a card in the first place, never present it to the prospect himself. It distracts his attention and makes it difficult to get his immediate interest. In introducing yourself, it is generally considered better form to say, "I am Mr. Smith," rather than, "My name is Smith." It marks you as a man of more importance and, therefore, creates a better impression on the prospect.

Stand as long as your prospect stands, and when he sits down he will usually offer you a chair or you can take one after he is seated at his desk.

Presence of a Third Party.

The presence of a third party at an interview creates an unfavorable situation which a salesman should try to avoid. Ordinarily a prospect will not talk freely in the presence of another person, and as a professional interviewer has said, "the gallery is fatal."

If you find a third person in the prospect's office, say: "Oh, I did not know you were busy. When would you be able to see me?" In such circumstances very often the third person will leave, or you can make an appointment for another interview, when you can talk to the prospect alone.

OPENING REMARKS

In addition to obtaining as much information as possible about a prospect, the inexperienced salesman should never attempt an interview without planning a definite remark with which to open the conversation. Another remark may occur to him as he opens the interview which he may prefer to use, but he should never attempt an interview without having something in the back of his head which he can say.

Mark Twain in *Following the Equator* tells of being presented, when a very young man, to President Grant. He did not expect to find the President alone in his office and when Grant spoke to him he could think of nothing to say. Neither could Grant. An awkward pause followed, which was broken by Mark Twain's remark: "Mr. Grant, I—I am embarrassed. Are you?" The President acknowledged that he was and the interview ended.

If you go into a man's office with a definite purpose,

your interview would probably not be quite so short as Mark Twain's. But you can't hope to make a very favorable impression if you have no more original remark to make than, "Mr. Smith, I dropped in to see if you wouldn't like to look at a new line of silks," or a new set of books, or a new safety appliance.

Unless your prospect has been looking for an opportunity to buy silks, books, or a new safety appliance, he will probably tell you that he isn't interested, possibly in such emphatic terms as to end the interview. He isn't so much interested in silks or books or a safety appliance as such, but he is interested in what ways the purchase of these things will be of advantage to him. Show him then by your opening remark that the reason you came to see him was because you felt that they would be of advantage to him. Note the difference between, "Mr. Smith, I came in to see if you'd be interested in our new line of silks" and "Mr. Smith, I know you're always interested in materials of specially fine quality, so I stopped in to show you this piece of taffeta."

In a book as general as this, it is quite as impossible to state what remarks would create a favorable impression in opening a sale as to state to a group of short-story writers what sentence they should use to gain the favorable attention of magazine editors.

Any person who has any so-called "literary sense" would know, for instance, that O. Henry gains attention immediately by the following opening to one of his stories:

The Judge of the United States Court of the district lying along the Rio Grande found the following letter one morning in his mail:

Judge:

When you sent me up for four years you made a talk. Among other hard things you called me a rattlesnake.

(Maybe I am one; anyhow, you hear me rattling now.)

One year after I got to the pen my daughter died of—well—they said it was poverty and the disgrace together.

You've got a daughter, Judge, and I'm going to make you know how it feels to lose one.

I'm free now, and I guess I've turned to a rattlesnake, all right. I feel like one.

I don't say much, but you hear me rattling now. Look out when I strike.

Respectfully,

RATTLESNAKE.

You probably wouldn't read that opening without wanting to read the rest of the story, and your prospect, if you make your opening remarks interesting, will want to hear the rest of your sales story.

In "Some Approaches I Have Used," an article in *Sales Management*,[1] "An Old-Time Salesman" says:

"Men don't go into business for its social advantages. They go into business to make money. So I say the best chance to get under a man's hide quickly is to start out jingling dollars.

"I have a friend who sells addressing machines. He was following the usual plan of sending in his card, and explaining to the prospect that he would like to discuss his addressing problems with him; or something of that kind. Of course, it was very seldom that he ran into anyone who had a problem, or, if he had such a thing, felt inclined to discuss it with a salesman. So he was not getting very far. . . . I advised him to introduce himself briefly as a mailing-list specialist, and, before the man could get a

[1] *Sales Management*, October, 1922.

chance to say he wasn't interested, to pick up his telephone, set it down on the desk, saying as he did so: 'Have you ever stopped to think, Mr. Prospect, how much it would cost you if you had to go back to the old way of doing business before Bell invented that telephone? That typewriter the young lady is using—supposing you had to write all your letters by hand as the business men used to do in days gone by——' I suggested that he then lead into his presentation by simply making a comparison between the prospect's method of writing names over and over and delivering his messages by carrier and in sending the message by telephone, and writing his letters in longhand in place of the typewriter."

You can see immediately why this approach was effective, even though the exact remarks might not apply to the type of commodity you are selling.

Another author wouldn't use the same opening for a story as that used by O. Henry, but a study of this approach to the story would show most of the elements of the effective opening. In the same way, it would be impossible to list approaches you could use, but a study of approaches made by successful salesmen reveals many of the elements of the effective approach to the sale.

Get the Prospect's Name Correctly.

A successful bond salesman attributed some very large sales to the fact that of two men in the same building who spelled their names Houston, he took the trouble to remember which preferred the first syllable of his name pronounced like "house," and which one rhymed it with "use." There are few things which give a man a sense of

being of little importance in the body politic more than being called by the wrong name, or seeing his name spelled incorrectly, or having his name mispronounced. If a man's name is Barker don't call him Mr. Baker, or his opinion of you will go down several degrees.

Don't Exaggerate.

Remarks like, "the finest article on the market," "the best product made," tend to create an unfavorable rather than a favorable impression. It isn't necessary to undervalue your product, certainly, but in opening the interview it is better not to indulge too much in superlatives.

Don't Try to be Clever.

You must draw attention to your product or service by your first remark, but it is a great mistake to consider that the first remark must be a so-called "clever" remark. Even if you prepare your opening remarks carefully beforehand, you do not wish to give the impression of having prepared them, and your prospect will get that impression if your opening remarks are not those which would be made in the course of an ordinary conversation. Moreover, even if you can prepare the first remark, you can't prepare the conversation for the whole interview and there will be a "let-down" if your other remarks are of an ordinary nature.

A DEFINITE PLAN OF PROCEDURE

In actual practice, of course, the salesman plans the approach together with the complete selling talk. As a consequence, it is perhaps unnecessary to state that the

salesman should make definite plans to link up the remarks made in the approach with the actual discussion of the subject. He should give sufficient thought to these connecting remarks, however, to make sure that they in themselves will hold the prospect's interest.

A salesman came into my office recently and opened his interview in this way:

"Would you be interested in getting the —— magazine free for a year?"

In spite of the fact that this particular remark has been rather overworked, he did arouse my interest, for the magazine happened to be one to which I was planning to subscribe.

He effectively destroyed that interest, though, by his next remark:

"You can get this magazine free if you will take this special combination offer of the —— magazine together with two other periodicals."

I wasn't sold on the idea of taking the other periodicals and my interest in his proposal died out.

He might have made me consider the proposal, at least, however, if he had planned his connecting remarks in somewhat this fashion:

"This is a rather unusual offer because at the present time there is very wide interest in two other magazines which are included in this offer on account of such and such features, and you can get the three magazines for the price of two of them."

"I am probably the first salesman who ever called on you, Mr. Jackson, who is not trying to sell you something," was the opening remark of a real-estate salesman whose

tactics are described in an article by J. E. Greenslade in *Salesology.*[1]

"What is your game?" asked the prospect, curiously.

"Just want to ask if you know which is the second largest city in Canada to-day."

"Offhand, I would say that Winnipeg is second," said the prospect.

"Correct," said the salesman, "but I am afraid Winnipeg is in for a tough battle to maintain second place. There is one town in Canada to-day that is growing like a mushroom, that is attracting all the largest and best-known concerns in the United States, that's more logically situated than Winnipeg, and that cannot fail to prove a gold mine for shrewd investors who buy up land. Now I am just going to show you a few facts and figures in regard to Winnipeg and then you must sell yourself."

In the next thirty minutes the prospect sold himself, at least to the extent of making a date with the salesman to go and look the ground over. His trip resulted in his buying up a piece of acreage. After the transaction was completed he asked the salesman over the cigars and coffee why he had previously told him that he was not trying to sell him anything.

"Did I try?" asked the salesman. "Didn't I just ask you a question, correct you about the future standing of Canadian cities, and show you facts and figures to back up my statements? Did I attempt to sell you while you were looking over the property? Isn't it a fact, Mr. Jackson, that you sold yourself."

[1] J. E. Greenslade, president of the National Salesmen's Training Association, "What Is a Scientific Approach?" in *Salesology,* October, 1921.

"I guess you're right, but the first thing you said when you called on me had me guessing."

Naturally the salesman had approached the prospect with no other idea than to sell real estate. His definite plan of procedure, however, made it possible for the salesman to explain his opening remark so that the prospect was not annoyed at what was obviously a clever approach.

ATTITUDE OF THE SALESMAN

Assume the Attitude of Self-confidence.

The English language probably needs a word to describe the feeling which attacks most inexperienced salesmen before they attempt an interview. It is a sort of combination of self-consciousness and fear—not fear of the prospect, but fear of what they themselves will say or do.

There are several remedies for this so-called fear:

In the first place, as we have said, thorough preparation will do much to eliminate the feeling which seems to paralyze a man's brain when he has to say something and has nothing to say.

You can do much, too, toward obtaining self-confidence by assuming an attitude of self-confidence. According to one theory of psychology, we do not laugh because we feel happy or weep because we feel sad, but we feel happy because we smile and sad because we weep. Whether this theory be correct or not, it is quite certain that one's physical attitude does much to influence one's mental attitude. At worst, the prospect can't do anything more than refuse to give an order, so don't drop your head as though you were expecting an insult. Always act as though you expected to have the door opened or to be allowed to

pass through the gate, and your attitude will do much to give you the opportunity.

Give the Prospect the Idea That You Have Come to do Something for Him, Not to Ask a Favor.

If you take the professional attitude in your selling, you ask for an interview because you honestly believe that you have something to sell, the purchase of which will be of advantage to the buyer. Make that idea clear, then, in your opening remarks and you will usually obtain an interview.

If you ask Mrs. Brown if she would like to see your improved vacuum cleaner, she will be very likely to say, "No." But if you ask Mrs. Brown if she would be interested in something which would save her a hundred dollars a year in household expenses, she is very likely to say, "Yes." Even if she says "No" to this question, she has not refused to consider your proposal, and you can more easily continue the conversation along another line; you could say, for example: "Well, Mrs. Brown, I was referred to you as a careful housekeeper who would be interested in things which would save your time and which would keep your house looking 'ship-shape' day in and day out. You'd be interested in this new vacuum cleaner, I am sure, if you could see how it works."

THE APPROACH IN RETAIL SELLING

The statement that "most sales are won or lost during the first five minutes of the interview" does not exclude the approach in retail selling. The approach is partly salutation and partly an introduction to the article or service

which you are selling, and although the retail salesman does not have to work to obtain an interview, in many cases he must introduce his goods, and in every case he must establish the good feeling necessary to every commercial transaction which is not a mere order.

Salesmen or saleswomen in retail stores are in much the position of the host or hostess who is receiving social callers. They are the representatives of the store and as such are in duty bound to show every customer the same courtesy that they would show a guest in their own homes.

Even when persons whom you do not know come to see you in your own house, you usually wait with a pleasant smile, not a smirk, until they tell you what they came for and then ask them to sit down. If you follow the same line of action in selling, the problem of the correct approach will not give you much difficulty. Often the customer will not wish to sit down, but if you show by your manner that you are really interested in the customer's errand, in seeing that she is able to get what she wishes, you will have little difficulty in making a good approach.

Sizing up the Customer.

"Sizing up the customer," says W. W. Charters in *How to Sell at Retail,* "is a means to an end. We do not study customers just for the sake of studying them. The purpose of the study is to enable us to find out what they ought to have.

"The end in view is to give satisfactory treatment to the customer so that he will get what he wants, feel pleased with us and with the store, and so become a regular patron."

Many salesmen make the serious mistake of considering

that sizing up the customer means merely sizing up which customers will buy and which will not.

"One rainy day, when customers were few," says Charles M. Schwab in *Succeeding With What You Have,*[1] "the clerks had gathered in a bunch to discuss baseball. A woman came into the store wet and disheveled. The baseball fans did not disband, but this young fellow stepped out of the circle and walked over to the woman. 'What can I show you, madam?' he asked, smiling. She told him. He got the article promptly, laid it out before her, and explained its merits courteously and intelligently. In short, he treated the woman just as his employer would have treated her under similar circumstances. When the woman left she asked for his card.

"Later the firm received a letter from a woman ordering complete furnishings for a great estate in Scotland. 'I want one of your men, Mr. ——,' she wrote, 'to supervise the furnishing, personally.' The name she mentioned was that of the clerk who had been courteous that rainy day.

" 'But, madam,' said the head of the firm, a few days later, 'this man is our youngest and most inexperienced clerk. Now, hadn't we better send Mr. ——?'

" 'I want this young man, and no other,' broke in the woman.

"Large orders impose their own conditions. So our courteous young clerk was sent across the Atlantic to direct the furnishing of a great Scotch palace.

"His customer that rainy day had been Mrs. Andrew Carnegie. The estate was Skibo Castle."

[1] Charles M. Schwab, *Succeeding With What You Have,* The Century Company, New York.

Names.

In retail selling, as in every other kind of selling, it is of great advantage to try to remember people's names. You give the customer a sense of importance if you call him or her by name, and since everyone likes the feeling of importance, you create a good atmosphere for the sale.

Waiting on More Than One Customer.

Never, in approaching a customer, let him feel that you are dividing your attention. If in rush hours it is necessary to wait on two or three people at once, give your customer your undivided attention until a time comes when she is deciding a question in her own mind, say, "Excuse me a moment," and, if there is time enough to get out material for the next person to look at, show her the gloves, handkerchiefs, or whatever you are selling, until the first customer shows that she has made her decision. But never give the impression that you are tired of waiting if it is necessary to shift your attention from one customer to another.

Opening Remarks.

Ordinarily, it isn't really necessary for the salesperson to open the conversation. If you show by your manner that you are ready to serve the customer and have a real interest in filling the customer's needs, no opening remarks are required. If to draw the customer's attention is necessary, however, don't ask a general question like, "What can I do for you?" or, "What did you wish to see?" If a customer comes into a hat store, for instance, she obviously wants to look at hats; but what you should be

interested in is what particular kind of hats she wishes to see. Ask a question, then, such as, "Is there a particular style of hat you wish to look at to-day?" She will probably tell you then what she wants the hat for and you can show her those which will best suit her purpose.

Always try to make the customer feel that you are interested in her individual needs. You can't make a customer feel that you are interested, however, unless you really are, so consciously make yourself take an interest in the needs of the customer until this attitude becomes a habit.

OBJECT OF SUGGESTIONS ON THE APPROACH

If definite suggestions are given in a book on salesmanship as to how it is possible to persuade the buyer to purchase an article, there is sometimes a feeling that the salesman is being provided with materials by which he can trick the unsuspecting prospect into purchasing a certain kind of goods.

Of course, it is as possible for the salesman to misuse this knowledge as it is possible for a lawyer to misuse his knowledge of law. But the professional salesman, as we have said, is engaged in the business of persuading people to buy commodities, the purchase of which he honestly believes will result to their advantage. It is as much his duty, then, to know how to present the case for his commodity in the best possible way as it is the lawyer's duty to know how to present his client's case before the court in the most effective manner. Obviously a knowledge of the practices of successful salesmen will be of value in his work.

Summary

Most sales are won or lost during the first five minutes of the interview.

The more information you have about the prospect the easier your approach will be.

Plan your opening remarks so that they will draw the attention of the prospect to your proposal. At the same time, be sure that these remarks can be linked up with the sales talk.

The most interesting thing to a man is his own personal self and its fortunes. The opening remarks, therefore, should be in terms of the prospect's interests.

Take the "you attitude" in the approach—that is, make the prospect understand that you can see the situation from his side of the fence.

There is room for considerable ingenuity in getting past office boys and secretaries, but avoid all "trick methods."

Be as courteous to the members of the prospect's office force as you would be to the prospect himself.

Use some judgment in planning the time for your approach. Consider how you would feel if interrupted during your dinner hour.

The presence of a third party at an interview creates an unfavorable situation. If possible, avoid the presence of a "gallery" during the interview.

Get the prospect's name correctly.

Don't exaggerate.

Don't make an effort to be clever.

Assume a self-confident attitude.

The salesman in the retail store is in the position of a host or hostess; every courtesy is demanded.

CHAPTER V

ANALYSIS OF A SALES INTERVIEW

THE next chapters of the book will be devoted to these three closely related subjects: (1) "Analysis of a Sales Interview," (2) Managing the Interview," and (3) "The Sales Talk."

Before entering into a detailed discussion of the most important principles underlying the management of the interview, it was considered advisable, for the sake of clearness, to point out beforehand the problems and difficulties which the salesman faces in his effort to manage the interview. These problems and difficulties are illustrated in the report of an actual complete sales interview which resulted in a sale.

The reader will be brought face to face with the problems which the salesman had to solve. The salesman solved them satisfactorily because he had planned his interview in such a way that he knew what appeals to make and above all knew when and where to make them.

Specific attention will be given in the "Analysis of the Sales Interview" to the general preparation made by the salesman and his methods of procedure after he had obtained the interview. The tactics of the prospect will be analyzed.

The salesman used many appeals in the interview which finally resulted in the sale. To know what appeals in

general are effective, to know how to make these appeals, and how to keep the prospect's mind on the right track during the interview, will be discussed fully in the chapter on "Managing the Interview." The need of the salesman for this knowledge should be clear to the reader, as he sees how skillfully a sale can be made if the salesman does understand the principles underlying human behavior and the technic of directing behavior.

A salesman to be successful must acquire this knowledge. He may learn it by intensive study followed by practice, or he may learn it by practice alone, but he will find the latter a far longer and more expensive way.

A salesman can help himself materially if while reading or listening to a good sales talk he will focus his attention on what appeals were made, why they were good, how they were introduced into the sales talk by the salesman, and, lastly, how they can be used in his own interviews. It is very seldom, in fact, that the writer is not more than fully repaid for the time taken to listen to any salesman describe his method of selling. If the salesman tells of a specific sale he has made, in most instances he has a very unusual and very effective way of introducing some one appeal in the interview.

MEMORANDUM OF SALES INTERVIEW BETWEEN HARRINGTON AND ALDERSON [1]

"Picture" of JOHN B. ALDERSON. Wholesale shoe merchant, Pittsburgh, Pa.

Firm rating, $100,000. Personal wealth, $500,000.

[1] This sales interview is based on an actual case. It was reported by Griffin M. Lovelace in the *Psychology of Selling Life Insurance*, by E. K. Strong, Jr., Harper & Brothers, New York.

Age, about 50.

Married. Has two children: daughter 18, son 10.

Director of the Faithful Trust Company and Round Tube Works.

Member of Episcopal Church and very active in church work.

Member of house committee, P—— Golf Club.

Member D—— Club, Chamber of Commerce, and interested in Salvation Army and School for the Blind.

Native Pennsylvanian; has lived in Pittsburgh since youth.

Has traveled extensively in America and Europe. Spends summers at seashore and is said to be a great fisherman.

Best chess player in his club.

Is a collector of autographs of famous persons and is said to have a complete collection of autographs of the Presidents of the United States.

Said to be easy of access, but very hard to get an interview with if he is not already interested in the matter to be submitted.

Reported as courteous, even tempered, dignified, but firm and quick in his decisions.

One of his clerks says Wednesday or Thursday afternoon is the best time to see him.

Outline of Plan to Submit to Mr. John B. Alderson.

"Trust" plan; $100,000. Ordinary life basis. Entire sum to be held by the company at his death, interest income, approximately $4,500 a year, being payable entirely to his wife except that when the daughter reaches twenty-one

and the boy eighteen, each shall then receive an income of approximately $1,000 a year. At mother's death, the balance of $2,500 to be paid share and share alike to the daughter and son. At age thirty the boy is to receive $50,000 paid in a lump sum. The daughter will draw the income on $50,000 during her lifetime, and at her death the principal sum will be paid to her children if she has any. If she is without issue, her interest shall revert to her brother, if living.

Interview.

Harrington calls on Alderson on a Wednesday afternoon. He enters the store and starts for the office, which is in the rear. A clerk asks what he "can do for him." He says he wants to see Mr. Alderson and passes on to the office, which he enters without hindrance. Alderson, whom he knows by sight, is seated at a mahogany desk, talking with an employee who is showing him some papers.

Harrington waits at a considerable distance from the desk, but not too near the door. He is glad of a moment to look about him. The furniture is mahogany, but quite modern, with the exception of a chair, a comb-back Windsor, which is manifestly a very old one.

Photo portraits of Washington, Lincoln, and Roosevelt link up with what he has heard of Mr. Alderson's interest in the Presidents and give a clew to his political tendencies. A golf bag stands in a near-by corner, but the initials T. W. P. show that it does not belong to Alderson. On the desk is a photograph of a young boy in a bathing suit standing on the gunwale of a dory.

Harrington has a fair knowledge of old furniture. He

crosses to the Windsor chair and examines it carefully, which act is not lost on Alderson.

The employee leaves the office and Mr. Alderson turns to greet his caller.

Anderson: "Good afternoon."

Harrington: "How do you do, sir? You are Mr. Alderson, are you not?"

Alderson: "Yes."

Harrington: "Mr. Alderson, my name is Harrington. I hope you will pardon my curiosity in examining your old comb-back Windsor, but I noticed that it is a particularly fine piece and doubtless a very old one, probably from New England."

Alderson: "You are right. That chair was made by my great-great-grandfather. He was a sea captain in Gloucester, Massachusetts, and a very good amateur cabinet maker. When he was at home, between voyages, he used to make furniture in his workshop back of the old house. At home I have a number of pieces made by him."

Harrington: "How fortunate you are. I am very much interested in old furniture, but I don't see very much of it. I haven't inherited any. I have a few pieces I got in Philadelphia—an old Pembroke table, a chest of drawers, a small Heppelwhite sideboard, and a pair of knife and fork cases. But I have several books on old furniture and I like the pictures of the early New England furniture very much. This Windsor chair of yours is the first piece I have ever really seen."

(Alderson replies and talks at length about old New England furniture; shows Harrington an antique-furniture

book he has just bought. They spend at least ten minutes in this way. Note that Harrington has not noted anything about Alderson's old-fashioned furniture hobby in the "picture," but as soon as he saw the Windsor chair he realized that here was probably a common interest and the easiest one through which to begin to dig into Alderson's associated interests.)

Suddenly Alderson "comes to."

Alderson: "But I'm taking your time. You wanted to see me."

Harrington: "Of course, but I am very glad to have had you tell me so much about your furniture. I am deeply interested. May I sit down a minute?"

Alderson: "Certainly. Have that chair." (Harrington draws the chair close to Alderson's desk and sits.)

Harrington: "I want to talk to you about a completion plan."

Alderson: "To complete what?"

Harrington: "Anything you can't finish yourself—when all your plans must come to an end or be carried on by some one else."

Alderson: "Life insurance?"

Harrington: "Life insurance—plus!"

Alderson: "Plus what?"

Harrington: "Plus corporate administration."

Alderson: "What do you mean?"

Harrington: "Mr. Alderson, you believe in corporate trusteeship as against individual trustees, don't you?"

Alderson: "Certainly."

Harrington: "You believe that the corporate trusteeship gives greater safety of principal, certainty of interest,

and service to the beneficiary of the trust than is afforded under individual trusteeship, don't you?"

Alderson: "Of course. But what has all this to do with life insurance? I don't need any; don't want any; am not going to buy any."

Harrington: "Then we are in absolute agreement. For I don't think you need any and I don't want to sell you any as such. But I would like to have your opinion on a certain feature of corporate trusteeship.

"To illustrate my point in advance: In order to establish a trust valued at $100,000 somebody must put up $100,000 in cash, or real estate, or stocks, or bonds, or mortgage bonds or a combination of these. The trust company may find some investments. Unless prevented by the nature of the trust, it sells them at the best possible prices and puts the money into good investments. It gets the best interest rates it can without taking undue risks as to principal. But is it a function of the trust company or is it within its province to guarantee the principal against all hazards and to guarantee a minimum rate of interest?"

Alderson: "No, certainly not. But I don't see what you are driving at and I don't want any life insurance. Frankly, you are wasting your time, Mr. Harrington, and without meaning to be uncivil, I may add that I am very busy this afternoon." (He rises as if to dismiss the salesman.)

Harrington (starting to rise, but, pausing on the edge of his chair, putting his hand in his pocket, and drawing out a coin, concealing it in his closed fist, which he holds out): "Excuse me just a moment, Mr. Alderson. I want

to ask you just one question." (Slight pause.) "Can you tell me what I have in my hand?"

Alderson: "Why—no, of course not!"

Harrington (opening his hand): "Can you tell me now?"

Alderson: "Certainly."

Harrington: "A fifty-cent piece. And why is it you can tell me now what I have in my hand and a moment ago you couldn't? Simply because you have seen inside my hand. You have looked into it. Won't you give me ten minutes and take a look into my proposition?—otherwise you won't really know what it is. Then if you are not interested, I'll go promptly." (Looks at his watch.)

Alderson (smiling, and looking at his watch, and sitting down): "All right, I'll give you ten minutes, but no more."

Harrington: "Then I must work fast, and you won't interrupt me, will you?"

Alderson: "No. Go ahead."

Harrington: "We will have to go back a little. You had just confirmed my understanding that it is not the function or the province of a trust company to guarantee either principal or interest. But wouldn't it be to the advantage of the person making the trust and of the beneficiary if the principal and a certain rate of interest were guaranteed?"

Alderson: "Obviously, but it can't be done. Evidently you don't understand the trust business, Mr. Harrington. Let me explain the principles of the trust business to you."

Harrington (looking at his watch and smiling): "Time out?"

Alderson: "Yes, time out." (He discourses for ten or fifteen minutes on the business of trust companies. Harrington listens attentively, glad to have Alderson talking. After a while Alderson stops and says), "Well, that gives you a bird's-eye view of the trust business, Mr. Harrington."

Harrington: "And it is not only informing, but most interesting, Mr. Alderson. I'd like to get something to read on the subject."

Alderson: "I'll be glad to introduce you to our trust officer; he has some things he could let you read."

Harrington: "Good. I'll take the liberty of reminding you of that. I'm a great believer in the trust companies and I recommend to my clients that they 'trustee' their real and personal property whenever I get an opportunity. I am really a booster for the trust companies. But some of my clients ask me the same question I asked you a few minutes ago."

Alderson: "What was that?"

Harrington: "Whether or not the trust companies would guarantee the principal and a minimum rate of interest."

Alderson: "Oh, well, what is the sense in that question, anyhow?"

Harrington: "Well, I'm going to explain that. It is really the most important point of my proposition, save one. You see, the life-insurance company I represent acts in somewhat the same capacity as a trustee also. No competition with the trust companies, for it does not handle ordinary estates. It only manages the proceeds of its policy contracts in order to prevent loss and waste of the

principal and to make sure that a man's purpose of providing a living for his family is carried out. But under our plan the life-insurance money is simply held as a part of the company's general invested funds. It is mingled with the general funds. No individual investment is made. Therefore, there is no risk or loss of the principal. Any losses the company may sustain come out of the general fund, and as the company carries a big surplus to provide against contingencies, there is always money enough to provide in full for the company's obligations.

"A man dies and leaves a policy of $100,000 and whenever it is called upon to settle, the company must be able to pay in cash. But the company will hold the principal for the beneficiary and pay interest as long as may have been specified. Three per cent interest is guaranteed. But the company pays a surplus interest. At present it is one and a half per cent."

Alderson: "Four and a half per cent is not large."

Harrington: "As you are a bank director, I do not need to ask you why municipal bonds pay about four per cent to four and a half per cent, while stocks pay seven per cent to ten per cent. We know it is simply a question of safety. When you buy a security which is practically guaranteed, the rate is always low, isn't it?"

Alderson: "Yes."

Harrington: "And when you are gone you would probably rather have your family depend on four-and-a-half per cent investments than on six, eight, or ten per cent stocks. Now these are my first points—the principal and the minimum interest are guaranteed. But the big point is this: when a trust is established in the usual way, with

stocks and bonds and real estate of say $100,000, the estate must have the value of $100,000, mustn't it?"

Alderson: "Of course."

Harrington: "Well, you can see that, in this respect, our proposition is wonderful. Instead of having to put up an estate of $100,000 on which your beneficiary will have to pay taxes, after you're gone, you pay the taxes, or premiums, while you are here and the company puts up the $100,000 when you're gone. The company creates the principal, guarantees it, and guarantees a minimum interest rate. Really, Mr. Alderson, is there anything else in the world like it?"

Alderson: "No, I guess there isn't. It really is a remarkable proposition, after all. Oh, I haven't any objections to life insurance—I really think it is a fine thing —but I have all I need, together with my other estate."

Harrington: "I'm glad to hear you say that you believe in life insurance, Mr. Alderson. I really felt sure you did. In fact, practically everybody does, these days. Mr. Roosevelt" (pointing to his picture) "was well insured. He had a considerable estate, but he carried a large amount of life insurance. By the way, here is a fine comment he made on life insurance" (taking a pamphlet from his pocket).

"Mr. Alderson, I want to tell you a little secret—a little professional secret" (pointing to a picture on Alderson's desk). "There's a picture of a manly looking lad standing on the gunwale of a dory; has on his bathing suit; having the time of his young life enjoying his vacation at the seashore. Well, I found out something about that boy before I came in to see you. I know some people

whom you know, too, and casually I asked some questions about you and your family, not out of curiosity—no, but because I wanted to see if there was any way in which I might be able through my company to be of service to you and your family. Don't think I've been prying into your family affairs—I haven't. All I know I'm going to lay on the table now in connection with a plan I've been shaping to fit your situation as I saw it.

"You and Mrs. Alderson have, I am told, two children, who are a source of satisfaction to you, as both of them have done you great credit. The lad is still quite young, but already highly regarded in his school, a good athlete, a true sportsman, who gives every promise of being all you could wish him to be. You, no doubt, think often of this boy's future, of his career at college, of the pride with which in old age you will look upon him as he stands in your place in the more active life in the community. You would do anything in the world and are doing all you can to build a foundation for that boy's career. If you live, you will complete your plans and no doubt his career will work out as you intend. You have a daughter, popular in her set, both for her personality and for her achievements. You are building for her, too. In a way, perhaps you are planning even more for her material welfare than for the boy's, for you know that a self-reliant boy can go it alone if he has to. But provision for the daughter's future requires greater foresight. You want to provide for her for life, no matter what may happen. She will probably marry and marry well. If you live to see her married and settled in life, she may have no further need for your help. But in the intimate relations which

I necessarily enjoy with my clients I have found that fathers have a very tender spot in their hearts for their daughters. To them their daughters are always their little girls, even though married and themselves the mothers of other little girls. I find fathers arranging for guaranteed incomes not only to provide for the daughter unmarried, but for the daughter as a wife, with a certain independent income coming from father, all her own, to spend without feeling any possible hesitation as to how, as she might feel if her husband had given it to her.

"And I haven't forgotten Mrs. Alderson, either. I've worked out a beautiful little triangular proposition that will enable you to complete your plans as to the future of your wife, your daughter, and your boy.

"In case of your premature death, our company will credit your wife and children with $100,000 with the following service, assuming the present total interest rate of four and a half per cent to be earned and paid at such time. (Writes on a slip of paper as he talks.)

"Value of estate, $100,000.

"Total income, $4,500, if present interest basis continues.

"Payable to wife for life, $2,500 a year.

"Payable to daughter, $1,000 a year after age twenty-one, her share going to your wife until such time.

"Payable to your son, $1,000 a year, beginning with the first year in college, we'll say at age eighteen or nineteen or such other age as you will indicate, his share to go to your wife until such time. At your wife's death, her income to be divided between your son and your daughter, but at age thirty, or later, following the death

of your wife, your son is to receive $50,000 in cash. Your daughter, however, will receive her share as an income for life and at her death $50,000 will be paid in cash to her children, if any, or in such other way as you may designate.

"That is your completion plan. It adds to your life program the one thing lacking—a definiteness and an absolute certainty; a minimum protection, the last intrenchment against want and hardship; the guarantee of a living for your wife, no matter what happens; the certainty of a degree of independence for your daughter, if she marries, and a minimum living if she doesn't, a guarantee of an education for the boy and a help while he is getting started in business, no matter what may happen. This $1,000 a year, if by any chance it should be all, would see him through college, and afterward, together with his initial earnings, would be enough to enable him to maintain a respectable position in his old circle. He couldn't collect old furniture or autographs of famous men on such an income, but you know what it might mean for him. It might be the difference between a good start and a poor one. But eventually there will be $50,000 to help him in his business. This might be the financial aid that would finally make his business a genuine success. To your daughter it might just be the margin between happy independence and unhappy dependence. To your wife, as to the children, it would be the guarantee of the fulfillment of your lifetime purpose to make the future safe for them under any and all circumstances if anything should happen to your investments. Of course, we don't expect anything to happen. But what isn't guaranteed is uncer-

tain and this proposition is a safe hedge against all uncertainty."

Alderson: "Well, I'll tell you, Mr. Harrington, that is interesting. It does serve to complete one's plans by furnishing a certain guarantee, in case the bottom falls out. But I've got things pretty well arranged. I already carry $25,000 of life insurance. I haven't wasted my money. I have saved and I have prospered in investments. I don't mind telling you the income of my estates at four and a half per cent interest would be several times the income you have been talking about. So while your proposition is a good one, I don't believe I need it. I'll leave my estate in trust and it will be reasonably sure. The percentage of losses on estates left in trust is negligible."

Harrington: "You are absolutely right, Mr. Alderson. All you say is true; though I should like to point out this fact: that if there should be only one estate failure in twenty years and that failure should happen to be in the estate you have left to your family, the low percentage of failures wouldn't help your wife and your daughter and your boy. That loss would have to fall on some individuals. It might just as well fall on your heirs as on any others. The chances are perhaps nearly even as between the beneficiaries of various estates. Now you want something that is certain; that eliminates uncertainty. You want a minimum provision on which there isn't even a small chance of loss. In my proposition the risk is eliminated by the mingling of the insurance estate money with the general corporate funds of our company. Another point; it is always the unexpected that happens.

You and I can sit here and figure out all the things that might happen and set them down and twenty years from now none of them has happened. But something else has happened which we didn't figure on. That's just what I want to insure you against. You can see, can't you, that what I want to sell you isn't so much life insurance as it is a surety bond for the absolute completion of your life plans for your wife, your daughter, and your boy without any possibility of failure? Isn't that a big thing for any man to accomplish?"

Alderson: "Yes, it is."

Harrington: "And isn't this a wonderful way in which to accomplish such a big thing? The principal guaranteed, a minimum interest income guaranteed, absolute security which can be had in no other way. And instead of putting up the estate on which your beneficiary will pay taxes, you pay taxes now and the company puts up the estate. One hundred thousand dollars in cash, held practically in trust, and administered as you may direct. What a fine thing to know—not merely to believe or hope—but to know that at least a living is assured beyond any doubt to your wife and your daughter and the boy. You have already built up a big estate which, if all goes well, will provide for them handsomely. It takes only the safety of the insurance trust fund to guarantee the completion of your plans for the future of your loved ones, a living for your wife, lifetime independence for your daughter, an education and good start in life for the boy."

(Pause. Neither speaks for some time. Harrington controls his impulse to speak as the pause seems to grow unbearably long. Finally Alderson speaks.)

Alderson: "How much will this proposition cost me?"

Harrington: "Just what is your age, Mr. Alderson?"

Alderson: "Fifty-one."

Harrington: "Strictly speaking, Mr. Alderson, I should be wrong if I said it would cost you so much. You know enough about life insurance to know that a sinking fund or a savings account is really built up out of the premiums deposited, and that many men who need a good, safe, and regular savings plan take out life insurance for this purpose only. Your premium on this proposition (ordinary life basis) would be about four and three-quarters per cent at the beginning, but will be rapidly reduced to three and a half per cent and less if we are able to continue the scale of dividends we are now paying."

Alderson: "Four thousand seven hundred and fifty dollars."

Harrington: "Approximately. But, as I said, if our present dividend scale continues, your rate will gradually decrease from about four and three-quarters per cent to a much lower rate. And, as you know, you aren't spending money. You are investing in the least uncertain security you have ever considered, and whenever you die this will probably prove to be the most profitable investment you have ever made for your family. But even if you were spending the money, you know you would not count the cost, if you got the satisfaction you desired.

"What greater satisfaction could you have than the knowledge that you had added to your estate this reserve income which no disaster to your present estate could affect in any way, which would guarantee the fulfillment of your plans for your wife, your daughter, and your son?"

(Lays out the application blank.) "You are fifty-one years old. What is the date of birth?"

(Alderson answers Harrington's questions. The application is filled out and Alderson signs his name without a word when Harrington passes him the fountain pen.)

Harrington: "Do you want to pay this by check, Mr. Alderson?"

Alderson: "Now?"

Harrington: "Yes. That is the only way in which I can bind the insurance."

Alderson: "I never paid for any insurance in advance before."

Harrington: "Then the other agents dropped one link in the chain of your protection. They didn't make it immediate. You always bind your fire insurance, don't you?"

Alderson: "Yes, but I don't have to pay cash in advance."

Harrington: "No, of course not, but the fire-insurance company can cancel if it sees fit, can it not? Fire and life insurance are different. If we are going to bind for immediate as well as permanent protection, we must have the check in advance." (Explains conditions of binding and takes out his rate book.) "The exact amount is $4,746."

Alderson calls a clerk, has a check written payable to the Hearthstone Life Insurance Company, and hands it to Harrington, who detaches a conditional advance-premium binding receipt from the application, signs it, and gives it to Alderson.

ANALYSIS OF INTERVIEW SHOWING STEPS TAKEN BY HARRINGTON TO SELL ALDERSON

Harrington showed in the very beginning that he had made thorough preparation for the interview because he had a complete picture of Alderson, his worth, age, business applications, family ties, and hobbies. Naturally Harrington did not make use of all this information during the interview, but was prepared to if it had been necessary. He also had a complete proposition worked out in advance to fit Alderson's needs.

In planning for the interview, Harrington realized that Alderson knew about establishing trusts because of his relations with the trust company. Thus the insurance proposal would have to be presented as an extension of that interest. Harrington was prepared to show why the insurance proposition was superior to any trust company plan. Special appeals were tied up to Alderson's family. Harrington laid a good deal of emphasis on the fact that by taking this insurance his plans for the family would be completed. An appeal was made to fear, the thought that Alderson's family might lose everything but the estate created by insurance.

Harrington planned to make use of frequent appeals to Alderson's love of children (paternal instinct), love of his wife (sex instinct), and to arouse him to the resolution that he would make the necessary effort (fighting instinct). These were the appeals which Harrington expected would make the sale after he had convinced Alderson of the superiority of the insurance plan. They will be discussed in detail in the following chapter.

Harrington carried out the sale along the lines which he

had planned. There is every reason to believe, however, that Alderson would not have been sold, except for the thorough preparation which Harrington made.

Observe Harrington's tactics in obtaining the interviews. He did not force himself unduly on Alderson. While waiting inside the office door he had an opportunity to see what was in the office. The Windsor-chair episode illustrates how a salesman can put the interview on a favorable basis by talking about the prospect's hobby. Ordinarily, as we have pointed out, if the salesman can talk about a hobby of the prospect's, he increases his chances of a sale. The salesman, however, should feel his way until he knows that the subject on which he has centered the conversation is something in which the prospect is really interested.

After the talk about the Windsor chair, Harrington asks permission to sit down—forcing Alderson tacitly to agree to hear what he has to say and, incidentally, making it more difficult for Alderson to dismiss him prematurely.

Harrington's approach to the real proposition is excellent: "I want to talk to you about a completion plan." This forces Alderson to say, "To complete what?"

Harrington holds his prospect's attention and directs the conversation toward Alderson's interests when he asks, "You believe in corporate trusteeship as against individual trustees, don't you?"

Harrington's use of the coin to avoid being dismissed was sales assisting in this interview. Just what device is used in a case like this makes little difference, as long as the salesman has some plan carefully worked out which will prevent dismissal before his proposition is explained.

Following the coin episode Harrington skillfully allows Alderson to do the talking, which is a good thing to do. Most salesmen talk too much. If they would only let the prospect talk, the prospect would help to sell himself.

After listening to Alderson, Harrington then explains his proposition. Note how skillfully Alderson's attention has been diverted from his own business. He is giving full attention to the new proposition of Harrington's.

Harrington lays great stress on the fact that his proposal is like a trusteed estate plan, but has features which cannot be promised by a trust company—"guaranteed principal and interest."

Harrington makes a winning stroke when he says: "Well, you can see that, in this respect, our proposition is wonderful. Instead of having to put up an estate of $100,000 on which your beneficiary will have to pay taxes, after you're gone, you pay the taxes, or premiums, while you are here and the company puts up the $100,000 when you're gone. The company creates the principal, guarantees it, and guarantees a minimum interest rate. Really, Mr. Alderson, is there anything else in the world like it?"

Harrington handles Alderson's objections skillfully. He agrees when necessary, but brings up points which answer the objections. No argument starts over an objection.

Harrington shows how his proposal will guarantee an income for Alderson's wife, thus making an appeal to his love of his wife (sex instinct), will provide for the children (parental instinct), laying special emphasis on son's education and daughter's independence, and arousing

finally his determination to make the effort necessary to carry out the plan (fighting instinct).

The close in this sale was easy because Harrington succeeded in committing Alderson from time to time all through the interview. Alderson was in the "yes attitude" by the time it was necessary to make the formal close. Harrington made Alderson agree that a four-and-one-half per cent return was satisfactory, that the whole proposition was wonderful, an admission that he didn't have any objections to life insurance, tactfully bringing in Roosevelt's opinion of life insurance, and making Alderson admit that such a program would be a splendid thing for anyone to carry out in the interests of his family.

When Alderson asked, "How much will this proposition cost me?" the sale was over. Harrington carefully takes the possible sales-resisting idea out of the word cost by telling Alderson that the price part really isn't a cost.

The reader can well afford to study this interview carefully in order to see just what methods Harrington used in making the sale. You may say that the sale was easy, but was it easy because Alderson was ready to buy insurance from the first person who came along or was it easy because Harrington, through his complete preparation and skill, controlled the interview from the very beginning?

SALES INTERVIEW IN RETAIL SELLING

A sales interview from the field of retail selling will also be presented for a brief analysis. This sales interview was reported by W. R. Skillen, of the Research Bureau for Retail Training, Carnegie Institute of Technology, Pittsburgh, Pennsylvania.

INTERVIEW IN THE MEN'S CLOTHING DEPARTMENT

Salesperson: "Good morning. You are interested in the special suits that are advertised?"

Customer: "No, not particularly. I want to buy a suit if they are what I want. If they are not, all right, show me something else."

Salesperson: "Very good. Will you allow me to remove your coat? And will you just try this one on for size?"

Customer: "There is no use to try that on. I wouldn't buy it anyhow."

Salesperson: "No, I wouldn't sell it to you. I simply want to determine the size and style of garment to bring from the stock. Look at it yourself in the mirror for this point. Notice how it sits in the back and how snug the collar is, and I will bring you something more suitable. Is your preference a light or a dark suit?"

Customer: "I want a plain blue or a very inconspicuous pin stripe in the same color."

Customer looks in mirror and salesperson goes to stock and returns promptly with three or four suits.

Salesperson: "These are all the right size. I am showing you shorts because they are most suitable to your build and height. This one is a plain blue serge. This second one is a cheviot of very excellent quality, and this one with the fine hair-line stripe is an unfinished worsted."

Customer: "I would be satisfied with any one of the three as far as the appearance is concerned, but for economy's sake would lean a little toward the one which would give me the best service."

Salesperson: "As every man knows, the serge will wear

shiny most quickly and needs a greater amount of care."

Customer: "What about the cheviot?"

Salesperson: "You would undoubtedly get fine service from the cheviot. In buying a cheviot, however, there are possibly two points to consider. It is a heavier, warmer fabric than the serge and in consequence not as adapted to general use. If you are an indoor worker, you may not have as much use of it as a business suit."

Customer: "A good point. Put it away; I don't want it. My selection rests between these two."

(Salesman has followed the customer's thinking and placed the striped coat and vest on customer, and brought his attention to the fit before the mirror.)

Salesperson (standing back a few feet): "From this distance and in the better light that coat gives a very pleasing effect. The stripe gives a touch of brightness to the general effect without lending the least appearance of conspicuousness. Will you step into the fitting room and put the trousers on?"

Customer: "Is this coat the right length?"

Salesperson: "Yes, but while you are changing the trousers I will have the tailor come and see the whole thing and make sure. His advice in the matter of length and fit will be correct."

Customer: "How much is this suit? I don't want to pay a foolish price for a ready-made suit."

Salesperson: "That suit is forty-five dollars and with proper fitting by our tailor could not be duplicated at a custom shop for seventy dollars."

(Customer reappears and is met by salesperson who

introduces tailor. After careful examination tailor says to customer, "The coat and vest are right, the length is correct, the collar sits nicely, the sleeves might be a little shorter if you desire. If you are going to wear suspenders the trousers length is right; if, however, you prefer a belt, I had better take them up a half inch." Business of marking minor alterations with soapstone.)

Customer: "Well, sir, I guess you sold it to me, if you are sure it will be all right."

Salesperson: "Our store would not want me to sell a suit with any suspicion in my mind that it would not be quite all right; and if after you have worn the suit a few times and find that anything, within reason, is not right, we should be very grateful if you would bring it to our attention and we will make it right. Will you pay now or when the suit is delivered to you?"

Customer: "When can I have it?"

Salesperson: "If agreeable to you we would like two days for the sake of getting careful workmanship in our alterations."

Customer: "That will be all right. Charge it to me and have it delivered by your wagon."

(Salesperson makes out sales check, etc. Customer reenters fitting room and changes clothing. He reappears, is met by salesperson.)

Salesperson: "Thank you for your patience, but we will both be better satisfied with knowledge that the suit is right in every detail, and for all general purposes giving you the same satisfaction as a custom-made suit. It is quite wonderful the progress that has been made by the better manufacturers in the making of really fine cloth-

ing. The same is true in the case of overcoats. For example, notice this one. I suppose it would cost one hundred and twenty-five dollars to have such a coat made and here it is in stock to fit men of your size perfectly for seventy-five. If you are interested drop in some time and I will show them to you. Here is my card, and if you ask for me I will be very glad to have you see the stock without obligation on your part. Good-by and I thank you."

Customer: "Good day, sir. I appreciate your courtesy and interest."

ANALYSIS OF INTERVIEW

The salesman starts the interview effectively, after the "Good morning" has been said, by a question which implies that the customer will be interested in the suits that are advertised.

When the customer, at the salesman's suggestion, removes his coat to try on a coat for size, he partially agrees to try on some suits. The salesman handles the customer's objection to this coat very tactfully by saying, "No, I wouldn't sell it to you." He gives his reasons for trying on this coat and at the same time asks the customer to look at the particular points of the fit and gains some knowledge of the customer's likes and dislikes.

The salesman brings out various other suits and points out the desirable and possible undesirable features of each. In this way the confidence of the customer in the salesman is established. The customer decides against the cheviot and the salesman tactfully shows which of the other two he considers best by having the customer try on the striped coat. The salesman approves of the coat and gets the customer to put on the trousers.

In calling the fitter the close of the sale is begun. The salesman answers very skillfully the customer's possible objection to the price of the suit by saying it couldn't be duplicated in a custom shop for much more. The fitter further adds to the customer's satisfaction by commenting on the excellent fit.

The salesman reinforces the good opinion the customer has of him by emphasizing the fact that he is more interested in having the customer satisfied than in making the sale. He follows this remark with a guaranty of satisfaction, saying "If anything is not right, within reason, we should be very grateful if you would bring it to our attention and we will make it right."

The salesman assumes the sale is made and brings up the question of paying now or when suit is delivered. The answer to this question makes no difference to the salesman, but in whatever way the customer answers, he has given his consent to the purchase.

After the sale is made the salesman further adds to the good impression which exists in the mind of the customer, both of himself and of the store, by asking for two days in order to get careful workmanship. He evidences further interest by speaking of the overcoats.

What was the result of his efforts? The customer went away happy with his purchase, delighted with the courtesy and interest which he had received, and will no doubt make use of the salesman's card when he wishes to make other purchases.

The two interviews illustrate the types of situations which salesmen must be prepared to handle. The types of appeals on which successful interviews are based will

be discussed at some length in the chapter on "Managing the Interview."

You probably have a number of questions you would like to ask now about the reasons for some statements made in the analysis of these interviews. The more questions you have, the more you will get out of your study of "Managing the Interview." Save the questions you have until you have completed the next chapter.

Summary

A salesman will find it worth while, when reading or listening to a good sales talk, to focus his attention on the appeals which are made, determining why they were good, how they were introduced into the sales talk, and how they could be used in his own interviews.

When planning to interview a prospect, find out what particular interests he has, then plan your sales talk on the basis of these interests.

Always aim to show clearly that your primary purpose in trying to make the sale is to serve the prospect's interests.

Be careful, in planning to talk on a prospect's hobby, not to overstep the mark.

The type of appeals which you make and your ability to manage the interview will determine your success in selling.

CHAPTER VI

MANAGING THE INTERVIEW

It is a well-known fact that before a large manufacturing or commercial organization places an advertisement before the public eye, careful consideration is given to the type of appeal to be made through that advertisement. The wrong type of appeal in a single advertisement may cost the company thousands of dollars and, consequently, the services of the psychologist are usually considered essential by the modern advertiser.

This point is illustrated, says an article in the *Psychological Review,*[1] by the case of a manufacturing concern which was ready to launch an intensive advertising campaign for the sale of an article to keep the feet warm in cold weather. "Since the article was intended for those who suffered from cold feet, the appeal was naturally directed to them. To arrest their attention the following headline was used—COLD FEET. For some mysterious reason the article did not take. The advertisement was submitted to an expert for criticism. He decided, and rightly, that the persons who suffered from cold feet were not interested in cold feet, but would be much interested in warm feet. The headline was changed to read WARM FEET and the remainder of the advertisement was left untouched. Sales began to pick up immediately."

[1] Henry Foster Adams, "An Extension of Pillsbury's Theory of Attention and Interest," in the *Psychological Review,* January, 1923.

It is relatively easy to study the appeals in various types of advertisements. Printed materials may be collected, analyzed, studied, compared over long periods of time under constant and known conditions. But the oral appeal of the personal salesmen presents a problem of far greater difficulty.

"The oral sales talk," as stated in a book on *Applied Psychology,*[1] "is to the printed advertisement what the motion-picture film is to the simple lantern slide, the drama to the tableau, or the kaleidoscope to the frozen frost pattern. The sales talk is a whole advertising campaign condensed into a few moments and adjusted and adapted to the present responses of the audience. It is not restricted to its verbal dress, but is reënforced, emphasized, or otherwise modified by the personality of the salesman, his appearance, voice, dress, bearing, expression, intonation, and gesture. Once it is finished it may never occur again in precisely the same form or under precisely the same conditions."

Since the problem of the type of appeals to make during the sales talk is so complex and varies so widely in the individual case, it is not strange that the literature on personal salesmanship has barely touched on the psychological principles underlying the management of the interview. More and more, however, as we come to realize that a knowledge of the principles of salesmanship is nothing more than a knowledge of the principles that govern human behavior, we have come to realize the importance of a knowledge of the science which deals with human activity and conduct.

[1] H. L. Hollingworth and A. T. Poffenberger, *Applied Psychology,* D. Appleton & Co., New York.

It is not necessary for a salesman to exhaust the whole field of psychology to enable him to use appeals and methods which will be sales-assisting rather than sales-resisting. Those who are interested in the subject may go as far as they please. But every salesman should have some knowledge of the ways in which the human mind tends to work.

In the preceding chapter we have shown the "picture films" of two oral sales talks, pointing out the particular features of these "films" in the way of sales appeals. In this chapter we shall explain what psychology has discovered concerning the reasons why one type of appeal is effective and another is not.

If you were starting out to sell life insurance, for example, an experienced salesman might be able to tell you that you would get far better results if you would talk in terms of what life insurance would do for the prospect's family than in terms of the sound principle on which insurance is based. You might even gain this knowledge through your own selling experiences without receiving any information on the subject. At the same time, the value of knowing not only that a particular type of appeal would probably be effective, but why that appeal would be effective, is perfectly obvious.

In managing the interview, you are planning the presentation of your appeals in such a way that the prospect's mind will move over the road which leads to the order. Therefore, if you know which paths lead in the general direction of the order, you can be far more sure of reaching your goal quickly than if you do not have this knowledge.

PREDICTING HUMAN BEHAVIOR

Human activity is so variable and is determined by so many momentary influences, that it is doubtful whether we shall ever be able to predict with absolute certainty just what a given individual will do in a given set of circumstances. However, we do make certain predictions. We do not know just exactly what a man will do if we call him a liar, but we know that his reaction will not be favorable. During the war, for example, a French, British, and American soldier might each have reacted in a different way if accused of being a German spy. But we could have predicted with a fair degree of accuracy what the general type of reaction would be. In the same way, we have no idea just what a certain prospect will do when confronted with a certain situation, but psychology can give us some information as to which situations will be sales-assisting and which will be sales-resisting.

ORIGINAL TENDENCIES

Any person who has ever studied the advertisements which line the street cars must realize that those who are trying to produce action seldom base their appeals on a line of reasoning. The copy writers for Royal Baking Powder or Runkel's Cocoa do not attempt to elaborate on the chemical properties of their products or on the nutritive values; they usually attempt to arouse in those who see the advertisements a desire to eat some of the puffed-up tea biscuits or a piece of the rich chocolate cake which can be made by using these products.

This tendency to want to eat delicious food is not learned or acquired. It is a natural impulse to do a par-

ticular thing when confronted with a particular situation. In the frequently quoted words of William James:

"The cat runs after the mouse, runs or shows fight before the dog, avoids falling from walls and trees, shuns fire and water, etc., not because he has any notion of either life or death or of self-preservation. . . . He has probably attained to no one of these conceptions in such a way as to react definitely upon it. He acts in each case separately, and simply because he cannot help it, being so framed that when that particular running thing called a mouse appears in his field of vision he must pursue; that when that particular barking and obstreperous thing called a dog appears he must retire if at a distance, and scratch if close by; that he *must* withdraw his feet from water and his face from flame."

Similarly, a man's tendency to want to eat delicious-looking food, or his tendency to want to protect his wife and children is not a characteristic which he has acquired, but is an original tendency—a reaction almost as automatic as the ringing of a doorbell when you press the button.

There is some difference of opinion among psychologists as to what instinctive action really is. We know, however, that animals and human beings do tend to respond in certain general ways when confronted with certain situations, and, since the nervous system is "all set," action is usually quickly aroused. It takes a cat very little time to decide to catch a mouse, or a boy very little time to fight another boy who makes fun of him on the street, or a man very little time to resent an insult to his wife. On the other hand, to produce action through a line of

reasoning usually requires considerable time. When there is no specific type response connected with a specific type of stimulus, various ideas may be called up while the prospect is deciding what his course of action shall be.

The significance of the rapid response to the "appeal to instincts" in selling is perfectly obvious. A baker, for instance, might fill his windows with most attractive pictures of the building in which his bread was baked, showing absolutely sanitary conditions, and might show numerous testimonials stating that only high-grade materials were used. Eventually housekeepers might be convinced of the superiority of his products from the pictures and might make their purchases from his store. Nevertheless, if, on the next block, another baker displayed attractive-looking cakes and bread in the window, he would probably build up a list of customers far more quickly Other things being equal, the sight of the delicious-looking food would produce a quicker response than the pictures of the bakery, which would require a line of reasoning.

At this point it would be very helpful if a scientific classification of man's original tendencies could be given. But the facts have not been studied long enough or carefully enough to make this classification possible. Moreover, as we try to single out specific tendencies, we find almost insuperable obstacles in the artificiality of civilized life and in the fact that habit plays such an important part in man's life.

"Civilization is to the original nature of man as a species," says E. L. Thorndike, "somewhat as a European capital would be to the habits of an Eskimo. The inference from his behavior in Paris to what his ordinary life

had been would be complicated and unsafe; so with the inference from what babies do in nurseries, children in schools, and men in industry, sport and politics, to what their original tendencies were."

In spite of the fact that it would be impossible to give an accurate list of the instincts which motivate the acts of human beings, there are a certain number of original tendencies which under various names are recognized by most psychologists.

Eating.

The appeal to man's desire to eat is, as we have pointed out, an appeal which usually produces prompt action.

If, for example, the salesman of high-grade groceries makes the prospect's "mouth water" for a particular kind of food, he is getting a distinct physical reaction from the prospect which is most decidedly sales-assisting.

Likewise a salesman who is selling cooking utensils will often get favorable action much more quickly if he describes the delicious appearance of the food that can be cooked in those utensils, because of the particular way they are made, instead of comparing his company's utensils with those of another company in regard to their durability and price.

Manipulation.

The frequent "Please Don't Handle" signs which appear in most department stores show how prone we are to touch things which come within our reach. The store must resort to this as a defense measure, since quantities of materials would be ruined if the instinct to manipulate

objects were allowed free play. In many kinds of selling, though, this instinct, to manipulate objects is used to great advantage. Cash-register salesmen and typewriter salesmen are almost invariably instructed to show the machine and say something like, "See how simply this works," in order that the prospect may get his hands on the machine and, through his own manipulations, become interested in the machine. It is largely on account of this reaction that many firms allow their salesmen to leave machines with customers on trial. The manipulative instinct causes the man to try the workings of the machine, and, when he sees how it works, he sells himself.

Display.

Various terms are used to describe this instinct, but in the last analysis it is a tendency to "show off" in the presence of others. As everyone knows, this instinct shows itself to degree much more marked in one person than in another, but there are very few of us who, in the presence of others, do not make an effort to win their approval.

The following article, taken from "The Little Schoolmaster's Classroom" in *Printers' Ink* [1] illustrates how the Craig Golfmeter sales department increased their sales by an appeal to the manipulative and display instincts:

"The Craig Golfmeter is a contrivance which permits the owner to practice every golf shot in his home or in his yard. In working out the sales plan, the Craig company sent salesmen out with a Golfmeter and a collection of golf sticks. The salesman would set up his machine in the prospect's store, get the buyer and his salespeople

[1] *Printers' Ink,* December 1, 1921.

and possibly a half dozen onlookers around the machine, when he would proceed to demonstrate.

"Now, as every golfer knows, it is impossible to make every shot a perfect shot. But the Golfmeter salesman did his best. He was generally an expert golf player and more often than not he made good shots, to the edification of the onlookers.

"Then he would hand the club to the buyer or a prospective purchaser and ask him to try it. He would step up joyfully, only to find that more often than not his shots went wild. This would disgust him or make him the laughing-stock of the rest of the crowd.

"Gradually it dawned upon the Craig people that herein lay a real source of weakness. They permitted the prospective purchaser to enjoy the realization of actually using the machine. You know how the average golfer's desire to take a club in his hand is whetted the moment a tee and a ball and a club are handy.

"Appreciating this, the Craig salesmen no longer use the complete equipment—no longer do they demonstrate with a club and actually hit the ball.

"On the contrary, the demonstration is now made with the hand, demonstrating all the shots on a small scale, but keeping the prospect's appetite aroused and keeping his arms tingling to take a club and hit the ball. But this can be done only when the machine has been bought and actually installed. Thus keeping the desire to play the machine uppermost, the sales talk and demonstration by hand goes on to a prospect whose interest is maintained and as a result sales have been phenomenally increased."

In many cases, of course, it is better to let the prospect

hold the article in his hands, for there would be no possibility of the prospect's appearing in a ridiculous light. The illustration, however, shows clearly the force of this tendency.

Fighting.

The fighting instinct as it operates in the sales serves as a good illustration of the meaning of the modification of the instincts by modern civilization. If an animal or a human being of a primitive culture sees what he wants in the possession of another man, he fights for its possession. The modern business man would scarcely go out and fight for the possession of a certain article, but a properly directed appeal will often produce quick action.

The Salt Seller[1] tells of an interview which a salesman of inexpensive silverware had with a hardware merchant who had consistently refused to see the representatives of his firm:

"The salesman stepped into the store one morning, looked around, walked out again, and then came back.

" 'What do you want?' asked the merchant.

" 'I want to find out whether this place is good enough to handle my line?'

" 'Why don't you ask me?' queried the bristling proprietor.

" 'Because you don't know anything about it. We've been trying to tell you about it for the last three years and you've been too busy to listen. I'm glad of it. You're not equipped to do us justice. I'm going to take your

[1] *The Salt Seller,* published by the Diamond Crystal Salt Co., St. Clair, Michigan.

name off the prospect list.' So saying, he handed the astounded dealer his card and walked out.

"Two days later the firm received a letter from the merchant asking just what way they thought he didn't know about the line. They sent him the facts about the silverware that he had never given the salesman a chance to tell, and to-day that merchant is one of their best small-town accounts."

The salesman, obviously, should use a certain amount of judgment in making his appeals to the fighting instinct. It would probably be unwise ever to try to use this type of appeal without knowing your prospect. There are cases, though, when it is the only sort of appeal which will make the prospect consider the proposal.

Rivalry.

Closely allied to the fighting instinct is the instinct of rivalry.

It would probably be hard to calculate the number of articles which have been sold not because Mr. Smith or Mrs. Smith really wished to possess the article in the first place, but because Mr. Smith found that "Mr. Jones was using it in his business" or because Mrs. Smith found that "Mrs. Jones next door had bought one." Of course, in attempting to secure action through appeals of this sort, considerable tact is necessary. If you tell Mr. Smith that he ought to buy a calculating machine for his store because Mr. Jones has bought one, he will probably tell you that it makes no difference to him what Mr. Jones has bought. On the other hand, if in explaining the machine you can manage to work in what his rival Mr. Jones says about

the machine, he will not wish to be outdone and you will win a point in favor of the sale.

Leadership.

There is probably no person who in one way or another does not wish to be looked on as a leader, although the type of action produced by the instinct may take different forms. Many people will buy a far larger number of tickets for a "benefit performance," for example, if their names are to be listed among the "patrons" than they otherwise would buy.

Some salesmen follow the practice of asking a few prominent men or women in a town to make a purchase or adopt a plan, not only for the stated reason that they wish to use their names in their appeals to other people, but because these men or women will be more likely to buy if they feel that they are classed as leaders.

Follow the Leader.

In England the practice of chewing gum has been pretty generally looked upon as a "vulgar American habit." It so happened that when the Prince of Wales was taking his trip through Canada he purchased some Wrigley's gum and since then, according to an article in the *Strand Magazine,* "he has taken a great liking to the gum and particularly when playing polo or some other sport he often will be seen chewing like a full-blooded American." This fact was instantly capitalized upon by Wrigley and the prominent feature of the advertisements of Wrigley's gum is a picture of the Prince of Wales and the quotation from the magazine article, "His Royal Highness the Prince

of Wales has taken a great liking to Wrigley's chewing gum, especially when engaged in sport."—*Strand Magazine.* The idea, of course, which the advertisement is meant to carry is that since the Prince of Wales approves, the idea of chewing gum is a desirable rather than a vulgar habit.

The usual way of utilizing the follow-the-leader instinct in selling is to get the opinion of a person whose opinion on a subject would ordinarily be considered worth while and to quote that opinion as a selling point—the opinion of a popular and well-known actress on a certain kind of face powder, for example, or the opinion of a banker on a certain type of investment. Often we will follow the leader even though there is no reason why a particular person's opinion should influence our behavior. An automobile dealer is often able to convince a customer of the superiority of a particular car by saying that certain persons prominent in government circles always drive that car, even though there is no reason why the customer should accept the opinion of these persons in regard to the best type of car to buy.

Of course, the use of testimonials depends to a great extent on the type of commodity you are selling and the type of person to whom you are selling, but in specialty selling, at least, the salesman will almost invariably find testimonials useful during some of his interviews.

Acquisition.

The instinct to acquire objects purely for the joy of possessing them may occasionally be used in selling, particularly if you are aware of the prospect's individual

interests. A man may buy a set of books by a certain author, if this author's works are lacking in his library, purely for the joy of possessing them, even though he has no particular intention of reading those books.

The Sex Instinct.

In some kinds of selling the appeal to the sex instinct is the strongest appeal which can be made. Often a man will make a purchase because his love for his wife makes him want to make her happy or makes him want to protect her from danger, when no other appeal would make him buy. The sales of an electric washer, for example, were greatly increased when the advertising appeal was changed from an appeal to the women to save time and labor to an appeal to the man to prevent his wife's becoming a household drudge. A company which was putting on the market a special kind of lock based its appeal, not on the illustration of the workings of the lock, but on a picture of a woman safe from the dangers of burglars at night. Most life insurance, as a matter of fact, is sold not by a statement of reasons why insurance is a good investment, but by a direct appeal to man's love for his wife.

The Parental Instinct.

A large amount of life insurance, likewise, is sold through a man's tendency to want to protect his children. A man may not listen to a talk on the advantages of the plan of providing for his son's education through life insurance, but he may respond to an appeal such as, "Would you like your son to have to make as hard a struggle as you did?"

The retail salesman who fails to use appeals like, "Don't you think that your little girl would look pretty in this?" or, "Don't you think this overcoat would be splendid when your little boy starts out to school on cold mornings?" is failing to make use of powerful action-producing appeals.

OBJECT OF CLASSIFYING INSTINCTS

This classification of the instincts does not pretend to be a complete or final classification. As we have said, there is much difference of opinion among psychologists as to what instinctive action is, whether or not the instincts may be classified, and, if they can be grouped, what actions shall be included within each group. The above tentative classification, however, will serve our purposes, for undoubtedly man is equipped with certain original tendencies to act in certain ways and the few tendencies listed above are fairly generally recognized.

ACQUIRED BEHAVIOR

Habit.

The grooves in which a person's stream of thought ordinarily runs become so pronounced that it is sometimes practically impossible for one person to understand the idea of another person unless it is presented to him in terms of his owns ideas. According to an old legend, when Marie Antoinette was told that the people were starving because they could not get any bread, her reply was, "Why don't they eat cake?" Her mind was not accustomed to the idea that people might be without food entirely, and, consequently, the force of the statement was entirely lost. Those who were advertising Wrigley's gum in England found that the sales increased when the

product was called "chewing sweet" because the mind of the Englishman associates gum with rubber, while one word "sweet" covers what is meant by the American term confectionery. Often, in selling, when there is no question the prospect will understand your proposal, he will accept the idea that you are trying to present far more quickly if you can put your idea into a "thought groove" which ordinarily leads to a "yes" response.

Most children, as we know, give a "yes" response to candy, but a "no" response to the idea of medicine. If a mother says to a child, "Here's something that tastes just like candy," the child gives a "yes" response and takes the medicine. In the same way, if you attempted to sell a certain kind of stock which was to be put on the market and said, "Would you be interested in the stock of a new corporation?" the man would undoubtedly say, "No." In his mind, the idea, "stock of a new corporation," would probably lead to a "no" response. On the other hand, if you said, Mr. Jones, "I am selling securities, but not the ordinary kind. It is an issue of stock—well something like the first issue of the —— Telephone Company, which did not bring in dividends immediately, but which you know brought in tremendous profits to those who were financially able to make an investment of that sort." The idea of the stock being put in the class with another kind of stock which brought in large profits would be far more likely to produce the type of reaction desired by the salesman.

Associated Interests.

A very successful salesman was traveling through the West, as the representative of one of New York's best

wholesale clothing firms. In one of the larger Western cities he was able to secure the usual orders except in the infants' wear department. The buyer who had been recently promoted to the position flatly refused to see him, stating that she was going to New York herself in a few weeks and did not care to see his line.

The salesman presented his order to the manager, who noticed that the usual order for infants' wear was not included. On learning the reason why the order had not been given, and knowing that the salesman represented one of the best clothing firms in the East, the manager telephoned the buyer that he wished her to see the salesman.

The situation was highly unfavorable for the sale, the salesman even having urged the manager not to telephone the buyer, because he felt sure he would arouse her antagonism.

"Miss Burns," said the salesman, in making his second approach, "you probably wonder why I came back when I knew you were going to New York. But I have been dealing with your firm for so long that Mr. Smith (the manager) thought you might like me to give you the names of some firms who carry some of the things you want to see. I know you don't want to decide on my goods until you have seen all the rest in New York, but if there is anything I can do for you now or when you are in New York, I hope you will let me know. Of course, the goods I have with me are the same goods we are showing in the East, so if you wish to save time while you are in New York, I should be glad to show them to you now."

In the end the salesman received a substantial order. The buyer could not fail to realize that the salesman had what she wanted and that she would merely waste her time and the firm's if she waited until she went to New York. If the salesman had not realized, however, that all the buyer's ideas about his stock were centered on her future trip to New York which she was making for the first time and had not directed his talk toward the idea that he was interested in helping her carry out her plans in New York, he might have secured a small order, on account of the manager's request, but he could scarcely have hoped for favorable relations with the buyer in the future.

Naturally, the more the salesman knows about the prospect's interests, the better chance he has of fitting his proposal into a groove that leads to a "yes" response.

A farmer may consider a tractor as such as a luxury, but if the salesman knows that he has trouble in obtaining help and can make him see the tractor as a labor-saving device, his chances of making a sale increase. A woman who is an excellent housekeeper may consider that subscribing to a certain magazine would be a useless extravagance. If the salesman, however, can make her see the magazine in the light of something which will enable her to keep house more efficiently, he will usually make the sale.

EMOTIONS

Closely connected with the instinctive or original tendencies are the emotions, which, likewise, must be included under the head of "native equipment." It is quite evident that fear, joy, sorrow, anger, and the other emotions do

not arise in the individual as a result of training; he learns to be afraid of certain objects, but he does not learn how to be afraid. All he needs, in order to be afraid, is a certain stimulus and he is afraid by force of nature.

An emotion is a stirred-up state of the individual brought about usually by some external happening.

"Suppose," says a well-known psychologist,[1] "we have a tame cat that knows us well and, after feeding her a good meal containing some substance that is opaque to the X-rays, suppose we have her on a table and pass X-rays through her body, so as to get a visible shadow of the stomach upon the plate of the X-ray machine. Well and good; the cat is contentedly digesting her meal and the X-ray picture shows her stomach to be making rhythmical churning movements. In comes a fox terrier and barks fiercely at the cat, who shows the usual feline signs of anger, but she is held in position and her stomach kept under observation, when, to our surprise, the stomach movements abruptly cease, not to begin again till the dog has been gone for perhaps fifteen minutes."

This is not the only sign of anger, as Professor Woodworth goes on to state. The heart beats more forcibly than usual and there are extra-strong breathing movements. More curious changes still have recently been discovered by the psychologists. Two small glands pour into the blood a chemical called adrenalin. This chemical stimulates the various organs in the same way that the nervous system has already done. It causes the heart to beat more quickly; it causes the stored-up sugar in the

[1] Robert S. Woodworth, *Psychology, A Study of Mental Life*, Henry Holt & Company, New York.

liver to be poured into the blood, to be used as fuel for the working muscles; it eliminates consciousness of fatigue.

The way we feel, then, when we are emotionally excited is the sum total of our consciousness of these bodily changes. Moreover, whether we are stirred up because of fear, anger, or love, the body is prepared for muscular activity.

In a sense it may be said, then, that an emotion is the way a body feels when it is ready for a certain reaction, and since the stimulus has caused the body to prepare itself, action is easily aroused. The anger of a boy may be aroused by the sight of a boy against whom he holds some grudge and a few words of derision on the part of the other boy will cause him to fight.

The emotional appeal is limited, of course, to certain kinds of selling. When it can be used, however, it is very effective.

If a man has a son of whom he is very fond, for example, a salesman of securities may make a very effective appeal by saying: "Mr. Thomas, I hear your son will be of age next week. Wouldn't you like to give him something which will make him feel like a man?"

Human-interest stories will often carry your thought far more quickly than the most logical discourse. By no means, however, do we mean that the emotional appeal always tends to produce favorable action. Too much sentiment, "sob stuff," in the sales talk will produce the same reaction as an overly sentimental movie—a feeling of scorn.

We cannot classify emotions definitely any more than

we can classify instincts. The "fear" that a child experiences on seeing a stranger may be much the same reaction as the fear which a man feels when walking across a plank over a precipice or it may not; psychologists differ. It is fairly generally agreed, however, that what we generally consider as an "emotional appeal" does tend to produce on the mind of the prospect a readiness for action more quickly than would a series of reasons. The explanation of the physical changes which take place help to explain why.

SELLING THROUGH THE SENSES

"There are other ways of selling than by the sales talk," says an article in *Administration*.[1]

"The Atkins Saw Company, for instance, have been conducting a campaign for over a year with the retail hardware clerks. Last year they spent their money to educate, detail by detail, the boys behind the counter, and how they emphasized the necessity of allowing the carpenter to *handle the saw!*

"Every carpenter in the world (who is worth his salt as a carpenter) is *manually minded.* He thinks with his hands. The Atkins people pay a prize of $10 each week for the best letter from a retail hardware clerk on the subject, 'How I Sold an Atkins Saw.' Almost invariably the clerk, in his letter, says in so many words—'I put the saw in his hand, and asked him to feel the hang of it and to bend it to test its temper' and the sale was made." This appeal, of course, would take the same form as the appeal to the manipulative instinct (p. 164), and the appeal to the sense of taste would be the same as the

[1] Ralph Barstow, "Selling the Senses," in *Administration*, May, 1922.

appeal to the instinct to eat; but the force of appeals of this kind cannot be too strongly emphasized.

There are few things which we buy merely because we like their odor, but often the sense of smell is an influential factor in making the sale. In fact, frequently coffee advertisements and tobacco advertisements base their appeal purely on the pleasant sensation which the illustrations show that these commodities produce.

The statement has been made that the average man remembers one-tenth of what he hears, three-tenths of what he sees, and five-tenths of what he sees and hears. Of course, this is merely a rough estimate, but if you wish to impress facts on your prospect, it is well to strengthen the force of your sales talk by the use of illustrations. If, for instance, during your interview it becomes necessary to use figures, write them on a memorandum pad so that the prospect can see them as you give them to him. If possible, make the prospect do his own figuring, for he will be more likely to be convinced by his own figures than by yours, and you are sure of keeping his attention.

Most salesmen, of course, carry either samples or advertising material or both, in order to make an appeal to the prospect's sight sense. Often, too, you will find it worth while to illustrate the talk by simple diagrams—made while you are talking. In selling endowment insurance, for example, a salesman may draw an uphill line to illustrate the period when a policyholder is paying premiums and a downhill line for the period when in his late years he will be enjoying the results of his savings. The prospect's eye follows the pencil, and not only does he tend to pay attention, but the illustration adds force to the remarks.

REASON VS. SUGGESTION

Dr. Harry L. Hollingworth in his book, *Advertising and Selling,* divides sales appeals into two classes: (1) the "short-circuit appeal," in which the appeal is addressed to the feelings and the instincts, and (2) the "long-circuit appeal," in which deliberation, comparison, and argument are involved. In the first place, there is no attempt to present the "reason why"; an attempt is made simply to present the article in such a way as to stir up some strong impulse or keen desire and so lead to favorable action. This type of appeal is generally known as *suggestion.* When the "long-circuit appeal" is used, the selling points, superiorities, and advantages of a particular product are enumerated; in other words, the appeal is made to *reason.*

The type of appeal which you use in your selling will depend on the type of commodity you are selling, the type of prospect, and also, to some extent, on the amount involved. As we have said, the appeal to instincts and feelings is more likely to produce quick action, but if you are selling a certain type of machinery, the prospect wants the "reasons why" you consider your product to be better suited to his purposes than another product. There are some people, too, who object to talking over their personal affairs with a salesman and who will be more likely to buy if the facts are typewritten in black and white, no other appeal being made. Even when a prospect might be influenced to part with a small amount without considering the "reason why," he will think over carefully the question of a considerable financial outlay. For instance, many wealthy people have been influenced to take

out the so-called "Christmas-present policy" issued by many life-insurance companies merely by an appeal such as, "Wouldn't you like to be sure that your children will always have a present from you on Christmas morning?" The idea appeals to the prospect, even though no reasons are brought up to show why he should take such a policy, nor is any comparison made between that policy and the policy of another life-insurance company. On the other hand, if a plan of providing a life income for the man's wife were suggested to the same prospect by the same agent, the man would probably consider the plan carefully as compared with other ways of providing for the future and make his decision on the basis of safety and the size of the financial returns.

Only experience can teach the salesman when it is best to use the short-circuit appeal and when the long-circuit appeal, but the following general rules governing each type should be kept in mind:

Suggestion.

1. *In using the short-circuit appeal, be careful not to suggest an opposing action or conflicting idea.* Suggesting an opposing idea will simply impede the action power of the first idea by inviting comparison and making necessary a more or less deliberate choice. This will immediately involve a "long-circuit response" and the original purpose of the suggestion will be defeated.

The salesman, for example, who makes a statement like, "Mr. Jones, this automobile, considering price, is better than any other car on the market," is not likely to get favorable action, for the prospect immediately be-

gins to consider price, wonders whether he could get a better product for a slightly larger cost, and, even though he does decide to buy, he does so after more or less deliberation. In most cases, the salesman would get a much quicker response by saying, "Mr. Jones, for your particular needs, you can take my word for it, this is the finest car on the market."

As a matter of fact, unless you know that the prospect's decision is to be based on the merits of your commodity as compared with the commodity of a rival company, it is unwise to bring up the name of the rival company at any point in the sale.

As we have said before, if the prospect himself introduces the idea of the rival company, don't knock or don't misrepresent the other company. If he makes a remark like, "Your products always cost more than those of such and such a company," and if they do, answer him in somewhat this manner; "Yes, they always do, but when you go into a cigar store you find some that are always ten cents and some that are always five, don't you? The reasons for the difference are these."

2. *The action-producing appeal of a suggestion depends, among other things, upon the force of that suggestion.* If you had tried fishing on a Canadian Lake and wished another person to try it, you'd say, "Go up to —— Lake; greatest place on earth for fishing." In the same way, if you are really trying to influence some one to buy something, speak with a tone of authority. Naturally, you shouldn't give a prospect the impression that you wish to order him about, but a weak statement will seldom force action.

3. *The suggestion will make a more powerful appeal to the prospect if he considers it to be his own idea.* Nearly every person is rather predisposed in favor of his own ideas. Most of us dislike the idea that some one is trying to do our thinking for us. The prospect, therefore, will be far more likely to be impressed by the suggestion, "Mr. Jones, you're a man of quick action, so you'll probably want to do this right away," than by a statement like, "I'd advise you to do this right away."

4. *The suggestion will make a more powerful appeal on its positive side.* The retail salesman, for example, who uses the question, "Nothing else to-day?" to customers is working against his own interests and the interests of the store. The force of the positive suggestion is stronger than the negative and the customer will probably reply, "Nothing else to-day, thank you," without considering the matter at all.

5. *The action power of a suggestion will depend on the prestige of its source.* The more we are impressed by a person or his accomplishments, the more confidence we will put in what he has to say on any topic whatsoever.

There is no reason why the opinion of the King of England should count for any more concerning a certain brand of cigarette than that of any other person who had the opportunity to try the best brands. There is no reason why the opinion of the White House family should be accepted as to the best grade of coffee on the market. Nevertheless, as we have pointed out, the opinions of well-known personages are usually good selling points. Of course, one person might be impressed by the opinion of Elihu Root and another by the opinion of Mary Pickford,

but the fact remains that if you know something of the prospect's interests you can often tip the scale in favor of your purchase by quoting the opinion of some one whom he admires.

In using appeals of this sort, it is wise to try to find out the prospect's prejudices. A man who is an ardent admirer of Woodrow Wilson, for example, would not be so likely to be impressed by the opinion of Theodore Roosevelt.

6. *Repetition tends to strengthen the action-producing power of a suggestion.* Certainly we do not mean that mere mechanical repetition is of value to the salesman. But if he can present the same suggestion to the prospect in several different forms, he will increase his chances of making a sale. A salesman in a children's clothing store, for example, need not repeat monotonously the idea that a certain dress is becoming to a child. The following is an actual interview reported by Ruth Leigh, author of the *Human Side of Retail Selling,* which illustrates the value of making the suggestions in several different forms:

"Mrs. Wilkins bustled up to the children's-apparel counter, holding by the hand her five-year-old daughter. She threw a box indignantly on the counter and turned to the waiting salesperson:

" 'I want to see the management about this mistake: I bought a little dress for this child and paid cash for it—seven dollars—and you were to send it. I opened the box and found this cheap little dress marked one ninety-eight, after I had come all the way downtown to buy that dress for her to wear to a party. Now I don't want the dress

at all. It's no good to me, after the party is over. I want you to refund the money.'

"Thus she sputtered angrily while the saleswoman looked around helplessly for the floorwalker.

"When that suave gentleman approached, Mrs. Wilkins went all over her long story again, getting more angry and red in the face as she repeated, adding more indignant details all the time.

" '—— And it's happened before in this store, so I've decided I won't shop here any more. You're the most careless store I ever knew for making mistakes of this kind.'

" 'Well, it's a most unfortunate mistake on our part,' the floorwalker began, after he had learned the details. 'We're really very sorry, madam.' Turning to the saleswoman, he remarked, 'We'll refund the customer's money if she still wants it.'

"After the floorwalker had departed, the saleswoman turned smilingly to the customer:

" 'I'm really very sorry, madam,' she began; 'I can just understand how disappointed you were. And you, too.' She smiled and patted the cheek of the little child. 'Isn't she pretty?' She looked up at the customer. 'How old is she?'

" 'Tell the lady how old you are, Edith,' the customer began. The child hid behind her mother's skirt.

" 'It's really too bad she missed the party,' the saleswoman began, sympathetically, 'after you had bought the little dress. I can imagine how cute she would have looked in it.'

" 'Yes, it was the prettiest white hand-embroidered

voile.' The customer's indignation rose anew. 'She looked too cunning in it for anything.'

" 'Well, that's not the last children's party; you ought to have it in case she's invited to another, or even for Sunday wear.'

The customer shrugged her shoulders doubtfully.

" 'Why, it would be a shame, after you took all the trouble to try it on her! You want your pretty dress, don't you, dear?' The saleswoman bent over the little girl.

"The saleswoman, in a few minutes, not only satisfied her customer, but held the sale, which the store would undoubtedly have lost to the customer. Moreover, that person left the store in a friendly, placated mood, apparently satisfied with her second selection of the dress."

Reason.

1. The *force of your reasoning will depend on the simplicity and clearness of your presentation.* No matter how comprehensive the knowledge a salesman on the subject of psychology, his appeals will fail to arouse desire and produce action if the prospect has any difficulty in understanding what he is talking about. In selling machinery, for example, often the person in whom the purchasing power lies knows little about the technical side of the subject. Technical expressions which an engineer would understand may mean no more to him than the words of a foreign language. In trying to understand what the salesman means, therefore, the buyer's interest will be diverted.

In selling of any kind it is not a mark of superiority

to be able to use long words or technical terms. The addresses which have stood out as masterpieces of oratory almost unvariably have been those in which the simplest words were used.

Take, for example, the closing words of Lincoln's Second Inaugural Address, which has been familiar to almost every American citizen during the last fifty years:

"With malice toward none; with charity for all; with firmness in the right, as God gives us to see the right, let us strive on to finish the work we are in; to bind up the nation's wounds; to care for him who shall have borne the battle, and for his widow and his orphan—to do all which may achieve and cherish a just and lasting peace among ourselves, and with all nations."

Note the short, simple words which are far more effective than would be the most ornate and elaborate style.

The average prospect, as a matter of fact, is not ever on the alert to catch the salesman's meaning, and unless you make statements which *can't be misunderstood* you can't be sure that your prospect gets your meaning.

The magazine *Advertising and Selling* [1] tells the story of a salesman for a large motor truck company, a man of wealth and education, who sent in this indignant protest to the general sales manager:

"What is the idea of calling attention to our standing as *fourth* among the leaders in the motor-truck industry? I didn't know we stood that high, but isn't it mighty poor policy to draw the attention of the public to the fact that we don't stand first?"

[1] "Teaching John Smith the A B C of Your Product," *Advertising and Selling,* March, 1922.

The complaint bewildered the advertising manager, to whom it was referred by the sales manager, until he realized that the reference was to an advertisement in which it was stated that a particular truck "stands forth as one of the leaders among the fine trucks built to-day."

When it is considered that a man of education, as was this truck distributor, could misread this perfectly plain language to the extent that he based a protest on it, it can be realized how easily your remarks may be misunderstood if what you have to say is not stated clearly and simply.

If your proposal is at all complicated, present the facts outlined on paper at the time that you go to the interview.

2. *A line of reasoning will be accepted as true only until the first flaw is found.* No matter how carefully a line of argument is planned, if the prospect finds a flaw, he is inclined to give scant consideration to the remainder of the argument. It is unwise, therefore, to attempt to present reasons unless you are sure they are perfectly sound. A prospect may or may not be able to pick out the weak spots, but if he does find weak spots he may consider that he is being "tricked" by the salesman and refuse to consider the proposal further.

QUESTIONS

Most salesmen do far too much talking. The prospect will be far more likely to be interested if you give him the opportunity to talk by asking him questions about his organization and his plans than if you hold forth on your organization.

The president of a company which sells a service to

advertisers states that many of his successful interviews are opened in somewhat the following way: He asks an enthusiastic client to speak of the service to the prospective buyer and if possible to make an appointment. Almost invariably the prospect opens the question by: "Mr. Smith, glad to see you. Mr. Jones tells me you have a splendid service to sell us." "Well, it's a splendid service," replies Smith, "but before we talk about our service, suppose we talk over some of your problems." If the prospect states that he has no problems, the salesman replies, "Well then, I guess our service wouldn't be very necessary." He then asks questions about this and that situation, however, uncovering the prospect's needs before presenting the service at all. If the prospect says, "We have this little problem," and proceeds to describe it, the salesman answers: "That's really a very small problem, and to solve it would require only a small part of our service. The information on that topic would cost you only about fifty dollars a year." Almost invariably, the prospect asks what the complete service costs and, when informed that the complete service costs about $1500, asks what the complete service represents.

The salesman is in a much better position to describe the complete service when he does so in answer to the prospect's question than if he were forcing the description on the prospect.

No matter how interested a prospect appears to be during any interview, insert a question now and then to make sure that he is paying attention. Otherwise, his, "No, I guess I don't need any to-day," when you are making an effort to close, will tell you that his apparent interest

was mere camouflage and that he has scarcely heard what you said.

If, for instance, you are using a testimonial from one of the leaders in the particular line of business in which the prospect is engaged, don't just say, "Let me show you what Mr. Smith thinks of this." Say: "You'll probably be interested in what one of the men engaged in your own line of business thinks of this. Possibly you have met Mr. D. R. Smith?" Even if he says, "No," you have an opportunity to explain why Mr. Smith's indorsement is of peculiar value.

A great deal depends on the form in which you put questions. A woman collector for charity said as she held out her box asking passers-by, "Won't you help?" she got few contributions. But when she began asking, "Will you help?" many responded.

As has been pointed out under "Suggestion," a customer will find himself almost automatically responding to the retail clerk's, "You don't want anything more to-day, do you?" by "No," even if in back of his mind there lurks an idea that there is something which he has forgotten. If, on the other hand, the clerk had said, "Before you go, I just want you to see one special bargain in hosiery to-day. About what size do you wear?" the customer would probably look at the hosiery at least.

REASONS FOR STUDY OF PSYCHOLOGICAL PRINCIPLES

Every successful salesman, consciously or unconsciously, makes use of the psychological principles which we have enumerated in this chapter. No present-day salesman can afford to eliminate the study of these principles, in fact,

any more than a present-day physician can afford to neglect the study of the principles of physiology, for, obviously, the professional man with a thorough knowledge of the scientific principles underlying his work can carry on his practice to better advantage than the man who lacks this knowledge.

A thorough knowledge of the psychological principles underlying the management of the interview, however, will be of little avail if you cannot make the prospect feel that you are really interested in him and in what he is striving to accomplish. Moreover, as we have said in the first chapter, unless you really feel that what you are selling will be of benefit, you are engaged in the work of exploitation rather than in the work of salesmanship.

Summary

Psychology is the science which deals with human activity and conduct. It is, therefore, the science which lays down the rules for successful selling.

Appeals to man's instinctive desires and his feelings ordinarily produce a quicker response than appeals to his reason. "The understanding is always the dupe of the heart."

Persons become accustomed to thinking in certain grooves which lead to a "yes" or a "no" response. The salesman who knows his prospect's interests can plan to place his proposal in a groove leading to a "yes" response.

The appeal to the senses strengthens the action-producing power of the sales talk.

Whether it is best to use reason or suggestion in influencing a person to buy will depend on the type of com-

modity, the type of prospect, the type of salesman, and the amounts involved.

The importance of giving the prospect an opportunity to talk during the interview is underestimated by most salesmen. The more the prospect talks, the more points of contact are made available by which the salesman can show how his commodity will fit the prospect's situation.

A knowledge of the principles underlying the management of the interview will be of little avail to the salesman if he cannot make the prospect feel that he is really interested in him and in what he is striving to accomplish.

CHAPTER VII

THE SALES TALK

If we were to diagram the selling interview, we should picture the ideal sales talk as a straight line leading from the approach over the course of the interview through attention, interest, desire, conviction, and decision to the close. As a matter of fact, though, the actual sales talk very rarely follows a straight line. So devious are the routes by which the salesman may travel to get his name on the dotted line that if he should diagram the talks used in selling a single article to several customers, the diagram would have the appearance of a road map of the country between New York and Chicago.

Since one prospect will buy for one reason and the next for a totally different reason, it seems to follow logically that the big producer among salesmen will be the man who finds out by adroit questions, if he is not thoroughly informed in regard to the prospect's needs and interests, just what would make a prospect buy a certain article, and directs his selling talk along the lines which are indicated. Of course, often the best plan is to launch into your sales talk, pointing out the advantages of your commodity. You can then judge from the prospect's remarks where his interests lie, and can stress those points which have attracted his attention. But nine times out of ten the ordinary salesman fails entirely to note what the

signposts along the road could tell him if he would stop long enough to read the signs.

Marsh K. Powers in an article in *System* on "Why They Didn't Get My Order" tells the story of a man who was attracted by a certain advertisement in which the time-saving element of a machine was emphasized. He asked the company to send a salesman to see him, and the man who went to the interview knew what had attracted his client. Instead of emphasizing the amount of time which could be saved through the use of the machine, however, he emphasized the element of greater convenience. This particular prospect was not nearly so much interested in the convenience of the operators of the machine as he was in saving time, and in the end the salesman lost the order.

A person who was very familiar with the writings of the worth-while modern authors went into a bookstore, asking for a recent importation by the novelist, J. C. Snaith, which she had recently read.

"Oh, I think you must be mistaken," said the clerk. "We have all Snaith's books and he never wrote a book with a title like that."

"Yes, he did," replied the woman, "for I have the book myself."

"We have no book by that title," said the clerk with a bored air which meant to imply that the customer must be quite ignorant of the writings of modern authors.

The woman, who happened to be ordering the book for a friend who was sailing during the next few days, walked over to the table on which recent fiction was displayed and cast her eyes over the collection of books. Immediately

the clerk was all attention and, picking up a book by a thoroughly trashy author, offered it, saying,

"Here's something I'm sure you'd like."

He was saying, in reality, "Here's a book for an unintelligent person, which I'm sure you are, because you have asked for a book by Snaith which he never wrote." If he had used a little judgment, he would have known that a person who asked for the books of Snaith would not be likely to want silly, badly written, sentimental trash as a substitute, and even though the prospective customer had been mistaken in the name of the author, which she wasn't, he should have had enough intelligence to direct his talk toward the purchase of a book which was supposed to be on the same literary plane as the author's books for which she asked. The customer, being somewhat annoyed, ordered the books she wished from the bookstore on the next street.

In planning a selling talk, therefore, don't neglect the information which a man's remarks or the objects in a man's office or a woman's house, can give you. Often information of this sort will make it possible for you to drive straight toward the order, eliminating many costly detours.

Obviously, the more complete your information about the prospect, the more definitely you can plan your selling talk. You will know what your prospect's interests are and what objections he will be likely to raise. You will know, therefore, what ideas to present and you can plan to weave these ideas into your selling talk in their logical order. Except when your sales involve relatively large amounts, however, it will scarcely pay to devote as much

time to each case as would be necessary to get complete information concerning the prospect's situation.

When you approach a customer with little or no information, as we have pointed out, you should carry complete information in regard to your article with you. If this information is a jumbled mass in your mind, though, you will not be likely to find on the spur of the moment the particular selling point which you wish to present. On the other hand, if your selling points are classified and arranged in groups in your mind, when you wish to use a particular suggestion or argument it will not be difficult to bring it forth.

Especially at the beginning of your selling career it is advisable to write down the selling points of your products. Write each on an index card, so that the various selling points may be arranged according to the way you plan to present your proposal to the prospect.

BUYING MOTIVES

The motives which induce men to buy, in general, are

1. Money
2. Utility
3. Caution
4. Pride
5. Pleasure.

Of course, this is merely a rough and possibly an incomplete classification; in many cases, no single motive prompts the purchase. A woman may decide to purchase a dress because she needs a particular type of dress to wear at a particular time (utility), but she may pick out a far more expensive dress than would be necessary to

supply her need because she wishes to have people consider her well dressed (pride), and because she enjoys the felling of looking well (pleasure).

From the type of goods which you are selling you can often tell what is the dominating motive. A woman who is buying an evening dress, for instance, will buy it in all probability because she wishes to look well, and the sales talk should be directed along lines which will appeal to her pride. Of course, the salesman might remark that the material would not soil easily or that the color would make the dress possible for many occasions, thus using the utilitarian appeal, but remarks of this kind should be used merely in adding a little more weight to your main selling appeal, which should consist largely of appeals to pride.

If you are selling goods which might be bought for several reasons, try by tactful questioning to find out what is the motive which prompts the purchase.

For instance, if you were selling children's clothing, style might be the most important consideration with one parent and durability with another. It would be very easy, therefore, to show one or two light-colored dresses and one or two dark ones, and from the woman's remarks about the dresses you should have little difficulty in judging what type of appeal to use.

PURPOSE OF PREPARING THE SALES TALK

Not only should selling points be classified in your mind and an effort made to find out what selling appeals to use in producing action on the part of a particular prospect, but in the beginning, at least, the salesman should

build up a sales talk which he could use in the average interview.

As we have said before, the salesman rarely plans a sales talk which holds the prospect spellbound until he signs the order. It is wise to let the prospect enter into the conversation, and, ordinarily, objections will arise which, temporarily, at least, will change the direction of the sales talk. The sales talk which you build up is not to be considered, therefore, in the light of a speech which you will deliver without interruption, but should be considered as the main line on which you may travel to the desired end. A remark on the part of the prospect may cause you to shift your direction temporarily, or possibly to shift the general direction of your talk, but if you have arranged your selling points in their logical order you can shift without feeling that you are going into unknown country.

A man who had before him a map of five good roads leading from New York to Chicago could make the trip far more easily and more quickly than the man who had only vague ideas as to his general direction. In the same way, a salesman who has mapped out the appeals which can be used with various types of prospects, will have a far greater chance of making a sale than the salesman who goes to the interview equipped with a mere jumble of information in regard to his product.

A salesman of hardware, for instance, in the "Best-Sale-You-Ever-Made" prize contest, held by the magazine *Salesology*,[1] tells of starting out to sell a certain kind of

[1] B. E. Botting, "Educating the Buyer to Get the Order," in *Salesology*, March, 1922.

roofing, basing his appeal on the quality of felt used in the manufacture of the roofing. The quality appeal made little impression, however, on the retailer, who said that his customers neither knew nor cared about the make-up, but that they invariably wanted something cheap.

"I asked the buyer what was the price of the best roofing paint he sold," writes the salesman. He told me two dollars and that it would last for five years under guaranty because it goes on about ten times as thick as ordinary paint with one stroke of the brush. He also informed me that it would take from one to one and a quarter gallons to the square.

"It was then I told him that he had given me the impression that his trade wanted something cheap—and that I had it. I got out my pencil and did some figuring. I used his own figures of six dollars to keep a roof per square fifteen years to say nothing of the labor cost. Then I told him he could sell Mica Roofing for five dollars per square, on which he could make a fair margin of profit, as well as give his customers something that would give the service with many advantages. I told him the Mica roof would not only stand fifteen years, but that Mica is practically fireproof, that it will stand three thousand degrees of heat and is also a non-conductor of electricity.

The order was secured because the salesman was sufficiently quick in making the sales appeal which interested the buyer. His "utility talk" would have been to no purpose, but, being able to switch the direction of the talk, made it possible for him to make the sale. If his talk were diagramed it would probably be represented in some such way as the following:

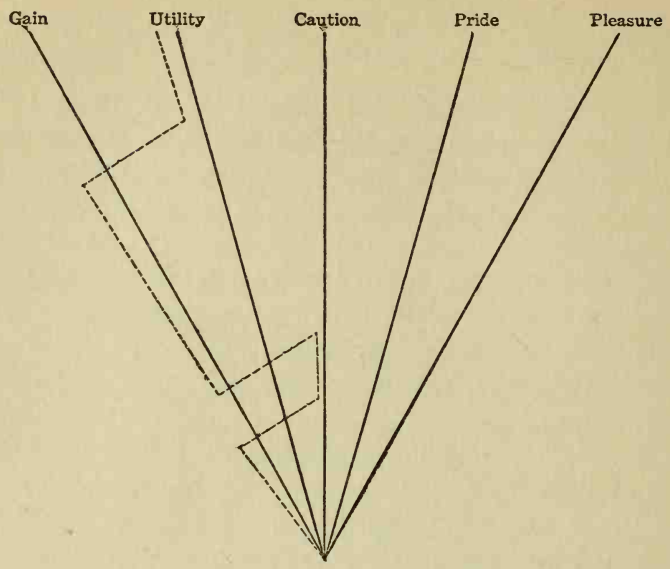


DIAGRAM OF THE SALES TALK

In starting out, the salesman had to decide whether the appeal should be made to the motive of gain, of utility, of caution, of pride, or of pleasure. He chose the utility motive by describing the superior kind of felt used in the manufacture of the roofing of his company. Since the prospect was not interested in the kind of felt, however, he shifted his type of appeal, showing how much cheaper in the long run the roofing was which his company manufactured (appeal to money motive). As an additional selling point, he touched on the fireproof qualities of the roofing (appeal to caution), and, with a summary of the points which made the strongest impression on the buyer, he closed the sale.

SOURCES OF SELLING POINTS

Ordinarily the company provides its salesman with the most convincing arguments in favor of its commodities. It is not always possible, though, to make sales from stock arguments and the man who can bring in an original argument has the advantage in producing orders.

Newspapers.

It will pay you to watch in the newspapers for unusual selling arguments. The story of a barn which had burned down with no insurance coverage in a certain district would be the most powerful selling point you could produce in selling fire insurance to other farmers in the same district. Local items about people whom the prospect knows are usually the most convincing selling points, but watch also for pieces of general information. Articles on fashions, for example, would often provide the textile salesman with material to add to his sales talk.

In the reading you do, other than newspaper reading, you will find many good selling points if you watch for them. In the autobiography of Andrew Carnegie, for example, you will find this statement:

"I resolved not ever to own any stock . . . bought and sold on any stock exchange; . . . such a course should commend itself to every man in the manufacturing business and to all professional men . . . no sound judgment can remain with the man whose mind is disturbed by the mercurial changes of the stock exchange."

Obviously this remark would make a splendid selling point for a salesman who was urging a type of investment

which produced a lower rate of interest than certain stocks on which a higher rate of interest could be obtained.

It goes without saying, the more general information you have, the more points of contact you will have with your prospects. Whether you follow the sporting pages of the newspapers or are interested in reading Browning's poems, if you are on the alert you will find selling points to use with different types of prospects.

To digress from the preparation of the sales talk to the subject of the importance of reading, we should like to quote parts of an article which appeared in *Printers' Ink*[1] in the section entitled, "The Little Schoolmaster's Classroom":

"Most of the famous men of the world were omnivorous readers. Gladstone, for instance, kept a book in his pocket all the time. If he found himself unoccupied, out came the book. Macaulay, man of affairs though he was, managed to devour a good portion of the literature of all nations. It has been said that Great Britain owes her greatness, in part, at least, to the reading habits of her statesmen.

"If the schoolmaster (the author of the article) had no time to read, he would keep the fact a secret. He would be ashamed to admit it. Having time is not a matter of busy-ness. It is a matter of organization. Here is a record of the schoolmasters' reading time for yesterday:

Waiting for train	8	minutes
On train	38	"
In Hudson trains	12	"

[1] *Printers' Ink*, August 10, 1922.

In friend's office, waiting for appointment	22	minutes
In subway	6	"
In barber shop	4	"
In hotel lounge, waiting for appointment	17	"
On way home	62	"
In evening at home	45	"

"That's a total of 214 minutes, or 3 hours and 34 minutes. There is nothing exceptional about the reading habits of the schoolmaster. He is able to read a lot merely because he follows a system. He knows of many persons who read five times as much as he does. For example, it is said that George Horace Lorimer, editor of the *Saturday Evening Post,* reads close to a hundred thousand words practically every night in the week."

Naturally, men engaged in editorial work would of necessity read more than the average salesman, but the schoolmaster's record shows how it is possible to accomplish a certain amount of reading each day, without letting it take time which must be devoted to other things.

Events.

Often there are events that occur in connection with the marketing of your commodity which can be capitalized in your selling. The Davey Tree Expert Company in *The Art of Selling Davey Service* tells of the case of a tree that stood near the roadside on an estate on Long Island.

"It was a large tree with a very large dead limb overhanging the road. The owner was warned, not once but two or three times, by one of our representatives that this dead limb was a menace to the heavy traffic that passed along the roadside. He was insolent in resenting these warnings. Finally, the dead limb fell, catching a car filled with people. Damages to the amount of $70,000 were paid by the owner of the tree."

It does not take a wide stretch of the imagination to see the value of this kind of selling points.

BUILDING THE SALES TALK

In building up your sales talk, as we have said, you will probably find it a good plan to write each of your selling points on an index card and then to group the various selling points under separate headings, as is done in preparing the talk for a debate. The points brought forward by the opponents' side often make it impossible to give the talk exactly as planned, but if you have your points grouped, it is not difficult to rearrange the sequence of what you have to say.

Of course, the company for which you work may be able to give you valuable assistance at the outset of your selling career by giving you a standardized talk or a number of selling points, but if they do not follow this plan, you will find you will have to write out a sales talk for yourself.

As we have repeated over and over, you probably won't be able to give this talk exactly as you planned it, but if you have a definite idea of how you wish to proceed, it will be far easier for you to conduct the interview along

the lines which you desire than if you had no definite plans of procedure.

Then, too, if the prospect interrupts the sales talk with a request for certain information before you think it is advisable to present that information, you can, if you have a definite plan of procedure, postpone the discussion of that subject until later in the interview. For example, if you are selling an article the quality of which makes its price higher than competing articles, you will probably want to present the superior qualities of the article before you quote the price. If the prospect asks the price at the beginning of the interview, and you give it, he may take the stand that it costs too much, and refuse to consider the difference in value. In such a case it is usually well to answer the prospect's question by, "I am just coming to that, Mr. Prospect, but before I discuss prices with you I should like to point out this or that particular advantage." If the prospect is insistent about the question, however, don't put him off very long. He will think you are trying to evade the question and will pay little attention to what you are saying if his mind is fixed on the one unanswered question.

If your company provides a standardized sales talk, be sure to learn it. If they don't, learn the sales talk you have written out yourself and repeat it aloud until you can give it in a natural way. It is only by following this plan that you can learn to present your arguments so that you won't stumble over them at first when you are in the presence of the prospect. You know how difficult it is to use a word which you have never used before. It sounds very strange the first two or three times you use it, but after

that its use becomes a mere matter of habit. For the same reason, you can deliver your selling talk with far less self-consciousness if you have said it aloud before you begin interviewing prospects. Even though you can't present the selling points in just the order that you planned, the various statements which you make about your commodity can be made much more convincingly if you have rehearsed the statements beforehand.

On the other hand, when you have repeated the statements so often that speaking them becomes mechanical, don't reel them off in a phonographic manner when you are in the presence of the prospect. They aren't as familiar to the prospect as they are to you and he will not realize that your talk has been given over and over in the same manner unless your manner of speech conveys that impression to him.

THE STANDARDIZED SALES TALK

The following sales talks are included in this book through the courtesy of the various companies as examples of standardized sales talks which have been used successfully. They serve as excellent illustrations of the way in which the proposal may be presented.

A Sales Talk by O. W. Bartlett, General Sales Manager of the American Slicing Machine Company [1]

To picture my approach as clearly as I know how, permit me to enter into conversation with the prospect.

"Mr. Jones" (gripping his hand firmly and looking him squarely in the eye), "my name is Bartlett. I have a service that you need. It will make you money. Here is what I offer." (Show photo of two platters of boiled ham in portfolio.) "Your customers are looking for quantity as well as quality these days. The service I offer meets these needs."

Instantly Mr. Jones's attention is secured and the first step in selling is made. But Mr. Jones is a wise guy, or he is busy, or he is not interested, and he starts to turn away. Then quickly, and in a pleasant and low voice, I ask:

"You are a business man. You are here to make money and build up a successful business, are you not?"

"Why of course!"

"Well, Mr. Jones, I am in the same boat with you. We are both in business to make money. I happen to have a service that will pay its own way twice over the first year, at least the way I have figured it in your particular store. Permit me to ask you three questions and

[1] Mr. O. W. Bartlett, general sales manager for the American Slicing Machine Company, sold thirty-five machines in thirty-three days during the fall of 1921. His sales-service method is carefully presented in the following article written for the benefit of American Slicing Machine salesmen, especially beginners. The article is reprinted here through the courtesy of Mr. Bartlett and the American Slicing Machine Company.

I will quickly tell you if you need my service proposition. Please answer, giving me approximate figures only."

Before Mr. Jones can object, I ask, "About how many boiled hams do you sell weekly?"

"Oh, I don't know—about two or three, perhaps; don't sell enough to put three to five hundred dollars into a machine to slice 'em."

"Mr. Jones, I thank you—but please remember that I have said nothing whatever about a machine or three hundred or five hundred dollars. About how many pieces of bacon do you retail weekly?"

"I guess eight or ten."

"How much dried beef in glass jars and in bulk?"

"Very few glass jars and little or none in bulk. No demand for it—too expensive. I don't want to handle it."

"Thank you, Mr. Jones. Now just one moment and I am either through or I shall ask the privilege of taking just one hour of your time now or later to-day, to suit your convenience."

At this point, I open my portfolio to the colored folder entitled, "The Tale of the Six Platters," and place it in front of Mr. Jones, and at the same time take my pencil and, pointing to the pictures, say:

"You have been kind enough to tell me about how many pounds of this ham" (pointing to picture), "bacon and dried beef you are selling weekly. Here you see a colored picture taken from actual photos showing the difference between your present sliced-meat service and our sliced-meat service. Now it stands to reason that this half pound (point to twelve slices of ham machine sliced) "of boiled ham placed right here before your lady customers" (point

to space on counter) "would look more attractive than this platter" (point to six slices hand sliced), "and would sell much quicker. It stands to reason that should Mrs. Smith, with a family of eight children, whose husband carries a dinner-pail lunch, come in here for some meat that she would buy twelve slices for thirty-five cents (one half pound) much quicker than these six thick, uneven and broken slices for the same money. She is looking to make Dad's pennies go as far as possible, and you, Mr. Jones, are looking for Mrs. Smith's pennies, aren't you?"

"Yes, you said something."

'Then again, Mr. Jones, here is something really remarkable about this sliced-bacon proposition. Our service proposition shows you how to slice twenty-two to twenty-eight slices per pound of eight- to ten-inch bacon as compared with what you are now giving—say twelve to fourteen slices per pound. Also how to display it in half pound lots right here on your counter, and how to wrap it by rolling it into a small package so that it unrolls in the same manner as you put it up, when your customer opens it upon her kitchen table."

Jones: "How is that, now?"

"Well, I am coming to that soon, but here is one other feature of importance—namely, saving you ten to fifteen cents per pound on your dried beef and showing you how, positively, to double or triple your sales upon the same. Our new system of slicing gives your customers one hundred slices to the inch, which means slices as thin as tissue paper, and so delicious that it almost melts in your mouth. It's wonderful. You can put on a campaign right

here in your store, advertising the thinnest sliced dried beef ever cut in your city. We have a free service to help you introduce it also. I know of cases where our service has built up sales on dried beef of twenty to fifty pounds weekly within thirty days' time, and, besides, your profit per pound is thirty-five to forty cents. No shrinkage—the profit on the sale of two pounds of dried beef a day pays the daily cost of our service.

"Furthermore, our service makes it possible for you to get from three to five cents per pound more for your sliced meats if you wish to do so, because your customers get nearly twice as many slices as you have been giving them. On your present weekly business, I can actually show you an increased profit of three to four dollars in obtaining better prices. I can save you three dollars weekly that you are now wasting in your end pieces of hams and bacon and, if you will let me, I will show how you can increase your daily sales from two to five pounds on boiled ham, two to five pounds on bacon, one to two pounds on dried beef, thus giving you an added weekly profit through the use of our service of not less than ten to fifteen dollars." (This will vary according to volume of business.) "However, to play perfectly safe in the matter, I will show you how to make, at the lowest calculation, five to eight dollars extra every week. Now, Mr. Jones, in order to prove all these things, my company has employed me to bring to your door and show you right here in your store the machine which is the medium through which you give this service to your customers.

"I kindly ask for thirty minutes to one hour of your time now or any time to-day. It will cost you nothing

and you are not placing yourself under any obligations whatever. We will put the machine here on this counter or block."

I start to bring in the machine. The dealer's attention has been held. He has been permitted to talk only when I wished him to talk.

The dealer's interest has been gained through a snappy, businesslike presentation of facts, and he knows that I know that he knows they are facts.

The second step in the sale has been made, namely, getting the dealer interested. But suppose Mr. Jones is not yet sufficiently convinced. Suppose he says:

"What's the price of your machine or this service you are talking about?"

"Well now, Mr. Jones, I am selling a service and not a price. I am going to demonstrate the latest and most up-to-date slicing machine in America. But it's not the machine itself that is going to make you money—it's the service it introduces that pays its cost twice over within twelve months. Let me show the machine, and our service, and then we will talk prices, terms, etc. Forget, if you please, the price, but if you must think in terms of cost, let's take it for granted that it is up to me to prove to you that our services, plus the machine itself, will represent an investment of say thirty-five dollars, after which the company, working with you on a co-partnership basis for one year or so, will receive a small sum monthly, without interest, from the net profits which the service earns you over and above your present profits."

Jones: "Well, that sounds good, but I can't afford it

now. Business is rotten. I'll see you the next time you are around."

"Mr. Jones, you told me you were in business to make money. You admit I have shown you possibilities for making immediate profits that you don't now enjoy, haven't I?"

Jones: "Oh! Perhaps so."

"Well, sir, then I say emphatically that you are depriving yourself and those dependent upon you of an opportunity to better your position, or at least the opportunity of shaking hands with world progress and keeping informed of the wonderful strides that are being made to help the American merchants make more money. You can't afford not to put thirty minutes of your time against my time right now. I'll show you something wonderful—I'll open your eyes—I'll surprise you. If I don't do as I say, I will apologize for taking so much of your time and will leave you as friendly as I met you."

Now let us assume that the average citizen will acquiesce. Of course, I cannot get every stubborn dealer to say "yes" when I want a demonstration. I can truthfully say, however, that I don't have much trouble in getting demonstrations. I think forty-three demonstrations were held to make thirty-six sales, which is about my average. I expect one out of every three dealers who could be termed prospective buyers that were talked to were given demonstrations.

We will assume that Mr. Jones permits me to bring the machine in and begin my demonstration. Up to this time very little has been said about the machine. Very little will be said about the machine until the end, unless the

dealer has an old one or has competitive machines to talk about. In the latter case, the situations must be handled as the peculiar conditions present themselves, always bearing in mind that a boost instead of a knock is the American way.

I never mind the dealer during the early stages of the demonstration. I let him alone if he is busy. I always bear in mind that the dealer's customers are selling him my service.

I recall several sales that were actually made by lady customers making remarks to the dealer like the following:

"My goodness! Isn't that fine, Mr. Jones? Please give me a half pound of bacon."

"Oh, that is the way I like chipped beef! Isn't it delicious? How much is this pile here?"

"See how many slices you are giving me. Never got that many here before!"

"It makes the ham taste better. I like it cut thin."

"Mr. Jones, if you put that machine in here, I will buy all my bacon and dried beef from you."

"Mr. Jones, you are going to buy it, aren't you?"

What can Jones say?

After having sold the service 100 per cent to Jones's customers, his clerks, and usually, too, to Mrs. Jones, if she is about, the time arrives to sell Jones. It is then that I administer the knockout—namely, the careful demonstration of the meat-end plate and the end pieces, and showing the actual saving to the dealer on his present business.

The meat-end-plate demonstration is my last card. It usually is the trump card and sweeps the board. Immediately following the meat-end-plate demonstrations, as-

suming that the American service plan has been well introduced in the one or two hours' work with the dealer's customers, and still finding the dealer in a noncommittal frame of mind, I begin an intensive but thorough demonstration of the mechanical features of the machine. I get the dealer to follow me around the machine, and to place his hand on certain parts, such as turning the drive wheel, sharpening the knife, clamping meat-end pieces on the meat-end plate, etc.

Usually after a thorough demonstration to both the dealer and his customers, the service is sold, and the presentation of the order book, with an explanation regarding the price and terms, concludes the ceremony. I have found from my experience that I need seldom leave a store without the order; I would say I sign up seven or eight out of ten.

Why shouldn't I? Why shouldn't you and every salesman who sells and demonstrates a service or system? To any American salesman who may have difficulty in closing, I offer this advice.

Talk service or system from the time you shake the prospect's hand until you complete your demonstration.

Keep away from price or terms until you have shown your service plan.

This method of selling the American service breaks down the average defense; sweeps "next spring" and "not now" objections into the ash can; overrides dull times; changes frowns into smiles; puts pep in the system, money in the bank, and creates a love for your work, your machine, and your company.

O. W. BARTLETT, *General Sales Manager.*

The Fuller Brush Demonstration [1]

"Good morning, Mrs. Brown! I have called to give you your Fuller brush in exchange for the card that was left here a few days ago. Yes, that's the card. You don't mind if I step in a moment to open my case? Thank you.

GIVING VEGETABLE BRUSH

"This, Mrs. Brown, is the Fuller kitchen-utility brush we give you; you will find it an excellent brush for cleaning vegetables, such as potatoes before baking, for scouring celery, beets, carrots, etc. Notice the construction, Mrs. Brown. You see there is no back to collect the dirt; instead this brush is made on a sanitary principle. The fibers are held securely in the middle by this twisted wire; you can readily see the advantage of this; as I said before, it eliminates the dirt-catching back, gives a double wearing surface, and, having no back, it also dries in a very few moments, and therefore the fibers do not rot and drop out. Now we give you this brush, Mrs. Brown, to advertise our line, and it gives us an opportunity of showing you what our brushes are like. In fact, you are entitled to see them.

"The Fuller Brush Company makes a complete line of toilet and household brushes, Mrs. Brown, and they are all made on this same idea. Everything we make is sold direct to the consumer from the factory. That is why we have adopted this method of advertising, so that instead of seeing the pictures of our brushes in the magazines, once every year you are given the opportunity to secure one

[1] This "Sales Talk" has been used by permission of the Fuller Brush Company. Unfortunately, lack of space makes it necessary to omit parts of the talk which refer to various articles manufactured by this company.

of our brushes free and look at the other brushes we make; we know that women like to look in the shop windows downtown, so we have gone that plan one better and brought the "shop window" right into your home, and just think how much more sensible this method is.

NATIONAL ADVERTISING

Show cuts in portfolio.

"Here are some of our ads. that we will run this year in the different magazines; here is one in the *Ladies' Home Journal,* here is another in the *Woman's Home Companion,* and still another in the *Good Housekeeping* magazine. Now you know that to advertise in these magazines a concern has got to be reliable, otherwise they would not accept the ad. Take the *Good Housekeeping* magazine, for instance, here is their guaranty for every article advertised in the magazine. You see you can get your money back from them if anything is not satisfactory, if we fail to do so (which never happens); also you see our ad. bears the star of approval of the Good Houskeeping Institute. That means that everything we make has been tried out to do the work we claim it will do and has passed the test to their satisfaction and they put their seal of approval beside it. I'll tell you, Mrs. Brown, the only people who take any chances when buying brushes are the

Explain about national advertising, the cost, etc.

Get her confidence this way.

Point to star.

Get confidence of prospect.

ones who don't buy Fuller brushes. Then here on the back of our order slip is our written guaranty which is given to everyone purchasing Fuller brushes. That's a pretty strong guaranty, isn't it? And there is no time limit set to this guaranty, either; it holds good until the brushes wear out, which is a mighty long time. In fact, the only thing I have against the Fuller brushes is that they wear too long, and to you or anyone who uses them that is not a fault, but a virtue. Am I not right?

Show order book.

Talk service.

SHOWER-BATH EQUIPMENT

"This is our shower-bath equipment. I know you will admit that it is the most sensible shower you ever saw. This bulb fits right into the faucet in the bathtub, the water coming through the rubber tube and ivory handle out of these holes in this stem. You see it is perforated on both sides. You know the cheapest shower bath you can install in a home to-day costs seventy-five dollars and is very unsatisfactory on account of the water splashing all over the bathroom.

If possible put on faucet; if not, go through motions.

Show tube. Show how water comes through.

"We have added to our equipment this beautiful brush enabling you to secure a friction massage and shower at the same time. I think that is a fine

Show ivory stem.

idea. Don't you? You see when the water flows out of the stem it strikes the brush and is deflected down upon the body.

Show picture in portfolio.

"Also note how easy it is to reach all parts of the body, especially the back. Isn't that just the sort of brush that

Hold up to light.

everyone should want? You will also notice that there is no hard back to come in contact with the body or to collect the germs and dirt that wooden backs are bound to absorb. Do you know, Mrs. Brown, that if you could see what the back of a bath brush contains after it has been used a few times you would

If possible carry old wooden-back bath brush.
Look disgusted.

not have one in the house. We have made it our business to see just what condition a brush a few weeks old, with a back on it, is in. It is not a very pleasant subject to talk about, but we must look facts squarely in the face.

Draw a picture so realistic of germs, etc. that she will throw away her old brush.

We have found these brushes with backs in a very short time soak up an unbelievable amount of *dead skin* and germs, and I don't think that anyone will ever use another wooden-back bath brush after she finds out the danger that lurks in it from germs and so forth. You know all disease comes from germs, and the simplest way to eliminate disease is to eliminate as much

as is possible all germ-breeding articles, and the wooden-back bath brush is one of the greatest germ breeders there is. This brush also does away with that old idea of getting into a tub of water and bathing with water that in five minutes' time is not clean. You will admit that the water stays clean only a very short time after you get into it. In a lot of the more modern homes they are doing away with the bathtub entirely. They are spending several hundred dollars to fit up a bathroom with tile walls and floors and sprays, to do the same identical thing that this brush does, and this does not cost several hundred dollars by a long shot. I will explain just how I use this brush. First I take a good brisk friction rub with the brush perfectly dry, then I let enough water run through to wet the brush and body. Next I take a bath soap and make a good rich lather; of course, the water is shut off now; then I massage the body with this lather, rub it right into the pores, beginning at the shoulders and working down the body, making new lather as often as is necessary.

Rub on hand briskly; enthuse.

Go through motions as if taking a bath. Reach down back.

"Now, when this has been done I turn on the water to the temperature I desire and rub all the soap out of the

brush; by this time the lather that you have rubbed in has had a chance to soak in still deeper and to loosen up all dirt and oily matter that may be on the skin and in the pores, and when you take the brush now, with absolutely clean water running through it all the time, you wash this lather out and all the dirt comes right out with it and is washed away at once, as the tub has not been filled with water and the drain is open. Now, isn't that the ideal way to bathe, Mrs. Brown? And then, of course, it can be used just as a shower bath also. I'll tell you I have had a few people say they could not afford it. I don't see how it is possible that anyone can afford to be without it.

Hold over body as a shower to rinse.

MANICURE BRUSH

"How long do your manicure brushes last you, Mrs. Brown? About four months! How would you like to have a manicure brush that would last you six to eight years easily? Well, that is exactly what this brush will do, and I'll tell you why. In the first place, there never was a manicure brush made with a bristle in it like there is in this one of ours. If you have a manicure brush with a bristle like this I will give you this one free right now. You know

Hand brush to her. Tell her to feel the stiff bristles.

I have made that statement several thousand times in the last year and I have yet to give away one of these brushes, because no one can show me a brush with this quality of bristle, unless it is a Fuller. If anyone else made brushes with bristles like these, I surely would have found one among all those people. Isn't that right? And then again, another reason they last so long is on account of no back. You see, the air penetrates and it dries very quickly. Notice that when you use this brush this way it does a double service —it not only cleans the nails, but pushes the cuticle back at the same time; it also makes an excellent hand brush.

Hold up to light.

Demonstrate on your own nails.

TAN MOP

"Now we come to our household set. These are not so beautiful to look at, perhaps, as the others, but they are equally as important. First we have the Fuller Wonder Mop, and it is a wonder mop, too; not only do we say so, but so does everyone who uses it. By the way, Mrs. Brown, what style mop do you use? Oh, you use the old-style grease mop? Well, I am glad that I am to be the one to show you the proper mop to use, and I know that you are going to

Hold up and look at mop as if it were a wonder.

benefit by it, as I can tell you take a lot of pains with your floors and you certainly have fine oak floors; but if you were to use oil on them much longer, they would not stay fine long. Of course, you know that the proper method of gathering dust, whether it is from the carpets and rugs or furniture or hardwood floors, is by absorption. The vacuum cleaner is a shining example of that and I see that you have a very good one. I suppose you are wondering how this mop can compare with a vacuum. Well, it does. This mop is treated with a chemical that gives this heavy tan yarn thousands of grasping little hands that reach out and pick up all the dust on the floor and, what is more, *hold* it until such time as you are ready to take it out of doors and shake it out. The chemical makes the yarn more absorbent, it opens up the pores of the yarn and increases its capacity for holding dust a thousand times; that is why it will not streak your light carpets and your white surbases when you run over them. No longer is it necessary for you to go to all the work of turning back your rugs every time you mop your floor. Of course, I'll admit that the oil mop

Look at her floors with interest.

Let her feel, smell, and lift mop. Go through motion of grasping hands.

Shape mop.

Put handle on. Demonstrate on edge of rugs and baseboards.

works on the absorption principle also, but not the way you want it to. You see, the oil and dust will mix, and then, the floor being more or less porous, will proceed to absorb the mixture, and you not only have the same old dirt with you always, but you eventually ruin your nice hardwood floors. Right now I can see that you are wondering why you never thought of that before. There are many other advantages to this mop. In the first place, it will last you on hardwood floors such as you have, from ten to twelve years. Then again, see how easily it goes right under your radiators without the least bit of stooping; see how large it is; it is twice the size of the mop you are now using and therefore will enable you to get your work done in easily one-half the time, and there is no need of spending any more of your life than is necessary mopping floors. Time is what life is made of and our life is, or should be, the dearest thing to us. Can you imagine the time you would save in just one year with this mop? And besides all that, this is a far cheaper mop. As I said before, it is twice as wide and is reversible, giving you actually four times as much mop, and as

Demonstrate this. Compare with other mops for size. Tell her how she can save time.

Demonstrate in corner.

Take off handle and reverse mop.

the mop you are now using costs, I believe, two dollars, you can see for yourself where you have been paying at the rate of *eight* dollars for a mop that would have as much material in it as this. You have been working twice as hard in the bargain and you were spoiling your nice floors with grease and your rugs also, and when you had to wash your mop every few weeks you were almost tempted to buy a new one instead, as it was such a dirty job to wash it. With a mop like ours made out of this heavy tan yarn, it is only necessary to wash the mop about once or twice each year. That's on account of the yarn being so heavy that it does not mat together, so that when you shake it the dust just naturally has to drop out, as there is no place for it to remain, and when you do wash it, just wash it with Ivory Soap flakes and warm water and run it through the wringer and put it out on the line, and in a few hours it is dry, and the Ivory Soap will not affect the chemical. Never use a yellow soap and scalding water on our mop or duster. I can see, Mrs. Brown, that you are ready to throw your old grease mop away now and it will be one of the wisest things you ever did.

Show strength in one of threads by letting her try to break it.

Shape mop so threads fall apart to demonstrate.

RADIATOR BRUSH

"Here is the only brush that will clean a radiator as it should be cleaned. Notice how this fits in between the columns. You see that the brush is just wide enough to reach from center to center of each column. We make all our brushes scientifically. This has all been figured and any less bristle would be insufficient and any more would be superfluous. See how it shapes itself to the form of the column. It is doing the same thing on the inside, so that when you start at the top in this fashion and bring it down to the bottom like this, you have actually cleaned that entire column. This comes with a longer handle so that you can also reach in from the ends and clean the radiators that way also. They are also very useful for cleaning under the piano, bed springs, and excellent for cleaning screens. They are easily washed and wear indefinitely."

Demonstrate and find dust to show how it cleans.

Try over chandeliers.

Fine for under piano.

(Demonstrate uses of other brushes.)

THE CLOSE

"There are several articles here that you are very much interested in and I am going to tell how it is possible for you to get them. First, let us just put

to one side the articles that seem to interest most at this time; there was the

Shower-bath brush
Manicure brush
Tooth-brush set
Crumb set
Tan mop
Tan duster
Mane-hair wall brush
Radiator brush
Wet mop
Bowl brush
Vest-pocket set

"Why, do you know, Mrs. Brown, that with the exception of two or three articles, you have picked out our —— dollar set intact? All there is to add to it is

Pastry brush
Bottle brush
Stove duster
Stove dauber

"Thereby, adding those few articles, you have our regular —— dollar set and just look at this beautiful premium brush we give with this set. This is our ladies' cloth brush and is made from the genuine Russian-boar bristle, the same as our white-hair brush, and as you know that is valued at five dol-

Matches ivory set.

lars, you can see that this premium is not to be considered lightly. Just try it on your skirt. Isn't that the finest cloth brush you ever used? And just think; that brush valued at least at five dollars is going to be given to you absolutely *free*. Now, isn't that a wonderful bargain? Now I'll tell you how you can get these brushes. After we go through a section, there are always so many people who want our goods that we have arranged to have deliveries in those sections about two weeks after the demonstrator has been through. I personally take care of all the wants of the people I demonstrate to, and I will be delivering in this section next Saturday week. I would be glad to bring you this set of brushes on that date. And here is more good news for you, Mrs. Brown: you don't have to pay one cent until I bring the goods and you satisfy yourself that they are just as good as the samples I have shown you. Now isn't that about as fair as a person could wish for? Now if you will just sign your name, there please, I will bring you this set next Saturday week."

Hand to her.

Hand order book and pencil.

Standard Presentation of the Alexander Hamilton Institute's "Modern Business" Course [1]

"Mr. Prospect, I am Mr. ——, with the Alexander Hamilton Institute, New York.

"You are, of course, familiar with the Alexander Hamilton Institute, and know something in a general way of the work we are doing.

"What you may not know is that the Alexander Hamilton Institute is an outgrowth of the university school of commerce movement. You are familiar, to some extent, at least, with the work that is being done by university schools of commerce. You know that a number of the big universities have organized schools for the study of business similar to their schools for the study of medicine or law or engineering.

"Mature business men all over the country began, some years ago, to demand that they be put in touch in some way with the organized and classified information covering every phase of modern business that was being collected at university schools of commerce. That demand was made principally upon Dean Joseph French Johnson, head of New York University School of Commerce, Accounts and Finance, the largest in the country and one of the first organized. 'Look here,' they said, in effect, 'we know that the information you are working out would be mighty valuable to us. The men who can sit down in your class rooms are fortunate. But we have our business here in' " (mention the name of the town in which

[1] Used by permission of the Alexander Hamilton Institute. Unfortunately, lack of space makes it necessary to omit parts of the talk which refer specifically to that organization.

you are working) " 'and cannot afford to take two years of our time and thousands of dollars of our money and go up to New York. How can you get the information to us?'

"It was in response to this demand that Dean Johnson of New York University, Frank A. Vanderlip the financier, Jeremiah W. Jenks, and a number of other business educators and business men organized the Institute ——

"To bring to you the same university training in executive business practice as you would get if you were able to go up to New York and spend two years in the class rooms at New York University School of Commerce ——

"To do for the business man the same work that the agricultural experimental station does for the farmer ——

"To act as a clearing house for business information through which the business men of the country are connecting themselves up with other business brains of the country and cashing in on the experience of a large number of men.

"For no matter how successful a business man may be to-day, Mr. Prospect, you and I know that he is, after all, only a single unit in business; and that his business knowledge, if it is dependent upon personal experience alone, must of necessity be more or less one-sided. Business has become so big and so complex that a man coming up through the production end, irrespective of how able he may be, is likely to be weak on markets and know little or nothing of finance. And the marketing expert is likely to have had little opportunity for a broad experience in production. Hardly any of us can get from our practical, shirt-sleeve experience alone anything like an ade-

quate knowledge of corporate organization, control, and financing; and yet we cannot go very far in business to-day without a very thorough knowledge of that subject, can we, Mr. Prospect?

"I feel that this whole matter is summed up by several of the earlier subscribers to the Modern Business Course and Service. For example, take this letter from Charles E. Hires, president of the company which puts out the root beer." (Produce letter of Charles E. Hires. It may be well to carry this loose in the pocket.)

> " 'It is my opinion that the Alexander Hamilton Institute is one of the most valuable business institutions in our country. The men who handle the various subjects treated in the Course are men of exceptional ability.
>
> " 'In my long business experience I have never subscribed to anything from which I have received greater value; in which I have taken greater interest; and from which I have received greater inspiration for my work.
>
> " 'The Course gives so many viewpoints of so many able men on each subject that the richness of thought displayed and the new ideas expressed have at times been a revelation to me. The Course shows by principle and example what efficiency in the various phases of business really means.'

"Or this letter from Norval A. Hawkins of Detroit, who, way back in 1912, when his earnings with the Ford Motor Company were over three hundred thousand dollars a year, based on one dollar for each car sold, wrote:

" 'Hit-or-miss information, or traditional methods, are insufficient to meet the rapidly changing conditions and problems in business.

" 'Your course constitutes a splendid equipment for any business executive, bringing, as it does, directly to him essential principles boiled down in plain, matter-of-fact form by men who know.'

"Of course, Mr. Prospect, an institution such as ours can only be as big as the men who are behind it. Let me show you some of those men." (Produce "Forging Ahead in Business" and turn to the Advisory Council.)

"This is our Advisory Council. Dean Johnson, New York University; Mr. Vanderlip, financier; and Dr. Jeremiah W. Jenks, formerly head of the Department of Economics at Cornell University and now of New York University School of Commerce, I have already referred to." (Indicate the names with your forefinger as you mention them.) "General Coleman duPont, the business executive, and John Hays Hammond, the mining engineer.

"That is a pretty able and well-balanced group to decide upon the kind of business information that you as a business man need, and in what manner it shall be brought to you, is it not, Mr. Prospect?

"The members of the Institute staff have prepared the Course, keep it up to date, direct the bringing of it to you and the rendering of the service in connection with it."

(Indicate each name as you mention it. If you are using the "Picture Book," as you mention each man, indicate his picture.)

"Bruce Barton you know as the head of one of the big advertising agencies of the country and as an editorial writer.

"Dr. Roland P. Falkner was formerly chief of one of the government bureaus of statistics.

"Leo Greendlinger, a nationally known certified public accountant and former professor of accounting at New York University School of Commerce.

"Edward R. Hardy, the insurance expert.

"You will notice that Doctor Jenks and Dean Johnson of the Advisory Council are members of the staff also.

"Dexter S. Kimball of Cornell, dean of the College of Engineering.

"President McVey of the University of Kentucky.

"Professor Madden assistant dean, New York University School of Commerce.

"Patterson and Sandwell of Canada.

". . . Some thirty odd members in all; all of the same high caliber as those I have indicated, and each one ranking as an authority on some phase of modern business.

"Co-operating with the staff are a number of big business men who have devoted a part of their time to the writing of special lectures for the Institute Course. Back of every big success is a big idea. These ideas are locked in the brains of successful business men. We have unlocked some of those brains for you by getting these men to write on the subjects on which they are best qualified to write.

"Our object has been twofold: first, to put you in touch with a wide circle of big business men and to give you something of their broad viewpoints; and second, to show you how they have applied successfully the principles which are being brought to you through the Course and Service.

"Men like Bulkley of Spencer-Trask & Company.

"Herbert S. Collins of the United Cigar Stores and United Retail Stores.

"O. C. Harn of the National Lead Company.

"Melville W. Mix of the Dodge Manufacturing Company.

"And so on; men of that caliber.

"A half hour's talk on business with one of these live business leaders would be a mighty valuable thing for you, would it not, Mr. Prospect? We approximate that very thing through the written lectures of these men.

"Now, the plan of bringing the Modern Business Course and Service to you is mighty simple. Here is the field covered in the two years' Course of reading." (Produce the McCready Diagram.)

Production:
- Cost Finding
- Plant Management
- Office Administration

Marketing:
- Marketing and Merchandising
- Advertising Principles
- Salesmanship and Sales Management
- Business Correspondence
- Transportation
- Foreign Trade and Shipping
- Advertising Campaigns

Finance:
- Corporation Finance
- Banking
- Credit and Collections

Business Organization
Insurance
The Stock and Produce Exchanges
International Exchange
Investments

Accounting:
Accounting Principles
Financial and Business Statements
Accounting Practice and Auditing

"For the purpose of scientific study business is divided into its four fundamental phases of (indicating) Production; Marketing—the marketing of that which is produced, whether it be a commodity or an intangible service: Finance—the financing of the production and marketing activities of business; and Accounting—the recording of the production, marketing, and financing activities of the business.

"Let me make this point, Mr. Prospect. There is a certain broad fundamental knowledge of business that an executive (either made or in the making), needs, irrespective of his specialty. The Advisory Council and Staff has seen to it that there has been included in the Modern Business Course everything that is essential to the business executive—and everything that is not essential has been excluded, for they realized that this was going to busy men.

"Each of these fundamental phases has its subdivisions: under Production, Plant Management, Cost Finding; under Marketing, Advertising Principles and Campaigns, Salesmanship and Sales Management, Marketing and Merchandising, Business Correspondence; under Finance,

Corporation Finance, Banking, Investments, Credits; and so on. And this, the entire field of executive business practice, is the field of the Modern Business Course and Service. The arrangement is worked out so that the whole subject of business administration unfolds naturally—you get a panoramic view of business as a whole. These subjects are not a bundle of separate courses such as we took up in college; it is all one course on the administrative side of business, each subject working into the other." (Put the diagram aside.)

"The backbone of the Course is a series of text and reference books. I'm not going to say much to you about these textbooks because I think that just one thing in connection with them will be sufficient.

"The volumes in the Modern Business Series are sold apart from the Institute Course only to university students for use as prescribed textbooks in university classes. Among the universities which have used one or more of these volumes as texts in their business courses are (running your finger down the page):

Boston University
Columbia
Cornell
Dartmouth
New York University
Ohio State
Princeton

"Right down to Yale University.

"Practically every important university in the country

"That is a mighty strong indorsement, is it not, Mr. Prospect?

"These textbooks come to you in this form. (Produce textbook and flex to show flexibility.) There are twenty-four of them in all. They are delivered to you at the outset, so that you may have them for reference as well as for texts in following your reading in the Course as assigned.

"Now, your reading in the texts is carefully directed over a period of two years by the members of the Institute staff. Here is how they do that.

"Every two weeks during the two-year period they come to you with one of these "Modern Business Talks." (You have taken from your bag the two reading assignments consisting of Talk No. 1, entitled "Your Business Future," Lecture No. 2, "The Essentials of a Successful Enterprise," Talk No. 2, "The Shortest Way to the Executive's Chair," and Problem No. 2, entitled "the Mohawk Cement Company's Option." Place them before the prospect as you mention them.)

"Here in the front of this first Talk" (opening Talk No. 1), "is your reading assignment for the first two weeks. You are instructed to read first, this talk, a short, snappy discussion of the textbook assignment, written almost in *Saturday Evening Post* form—throwing headlights on the assigned reading in the text. These talks are especially designed to grip your interest. It is hard to resist them. As one man put it, 'They are the sort of things that make you want to get down to the office at six A.M., break down the door, and "start something." '

"You are instructed, after reading the Talk, to read" (still indicating in the reading assignment in Talk No. 1) "chapters one to seven, inclusive, in the text volume.

"That is" (picking up your textbook, turning to the table of contents and running your finger down to the end of Chapter 7) "about 175 pages." (Turn to page 175 and hold pages one to 175 in your hand, letting the front cover and the rest of the book sag down.) "That much reading, Mr. Prospect, which you are expected to do in two weeks. That is not a great deal of reading for two weeks, is it, Mr. Prospect? There is no man so busy that he could not afford to take the time to read that much in two weeks, is there Mr. Prospect? Especially if it were going to make a difference to him in his statement of income and profit and loss. Certainly no business man can afford to do less than that amount of reading each two weeks, can he, Mr. Prospect?

"And then you are told to read the Lecture" (going back again to Talk No. 1 and indicating under the heading "Reading Assignment"). "Here is an example of one of those Lectures" (picking up Lecture No. 2). "This is the 'Essentials of a Successful Enterprise,' written by Holbrook Fitz John Porter, a well-known consulting engineer and reorganizer of business enterprises.

"Mr. Porter lays down here" (open your Lecture to page 6; lay it directly over Talk No. 1, allowing about one inch of Talk No. 1 to protrude at the top) "the twelve essentials of a successful enterprise and then proceeds to discuss each one of them in detail. Of course, you—all successful business men—know what these essentials are, even though you may not have them as well classified as they are here—but just being reminded of them is valuable and may prevent your forgetting something essential at a crucial moment." (Close your Lecture, place it over

Talk No. 1, so that the title, "Your Business Future," and the paragraph beneath it will show.)

"The second reading assignment comes to you two weeks after the first. (Lay the Assignment No. 2 over the Lecture in such a way as to leave the title of the Lecture, "Essentials of a Successful Enterprise," exposed. This leaves right before your prospect's eyes three booklets with their alluring titles.)

"And this process" (indicating by placing the open hand on the three booklets which have been put down one over the other) "is gone through every month during the entire two-year period.

"Now here for the month you will have been reading of certain definite principles of business. At the end of that time we come to you with a Problem to which you may apply these principles. This is not a form of examination or set of quiz questions. We are not interested in sending you back to school. It is rather a résumé of an actual business situation involving executive policies: Its idea is to place the whole matter before you as an officer or a member of the board of directors and to call for your executive decision based upon a consideration of the facts. Most of the Problems, are, as a matter of fact, based upon situations that have actually existed.

"Here is an example of one of these Problems" (taking Problem No. 2, the Mohawk Cement Company's Option, and reading from the Problem—indicating with the forefinger).

> "'The Mohawk Cement Company of New York secured some time ago, on favorable terms, an option to lease certain limestone and clay

deposits in the State of Oklahoma. The company has ample financial resources to develop the deposits along the most profitable lines.

"'Recently the company sent a trustworthy expert in cement manufacture to examine the deposits and other surrounding conditions. He has just submitted a report which reads in substance as follows:'

"Now, Mr. Prospect, the report which follows goes into the matters of" (indicate the section heads of the report):

Character and amount of raw material available.

Transportation of facilities and rates.

Fuel supply.

Markets.

Competition—present and prospective.

Labor supply.

"Let me digress for a moment, Mr. Prospect, to point out that you could remove the word 'cement' and substitute the name of any other commodity and you will still have about the same fundamental considerations to look into.

"Then (page 6) you are told that the general manager submitted a memorandum to the board of directors in which he went into:

"Advantages and disadvantages of the location.

"Whether the plant should be of two hundred, five hundred, or eight hundred thousand barrels, and the rate of return on invested capital.

"Labor supply.

"And you are asked to put yourself in the place of the general manager and write that memorandum.

"That is a pretty practical way of discussing business problems and business principles, is it not, Mr. Prospect?

"The handling of this Problem is optional with you, Mr. Prospect. You can handle it or not, just as you wish. You will naturally be interested, however, in seeing how your decisions stack up with those of the model solution. You send in your solution to this Problem, we go over it carefully, criticize it, and mark it, just as is done in university classes. In additon we send you a memorandum commenting on the Problem as a whole, and also send you the model solution.

"The value of the Problems, whether a man actually sends them in or not, is that they set him thinking along constructive lines on business propositions. Most of us, you know, are not doing as much of that kind of thinking as we ought to. We are simply going through our routine every day. As one man put it, "These Problems give a man experience in meeting business situations without his having to pay the usual price of mistakes.

"A man in business must have a knowledge of the fundamental principles relating to the internal organization and management of a business. That is what we have been talking about thus far, Mr. Prospect. He should also have a knowledge of those factors outside of his business over which he can have not the least control, but which, nevertheless, inevitably affect his business. The Institute maintains a Business Conditions Bureau which is constantly bringing together and interpreting facts and figures regarding pig-iron production, unfilled steel orders, exports and imports, railroad earnings, bank clearings, bank deposits, and bank loans, and other factors

which are more or less barometers of business. Its findings are brought to you through a Monthly Letter on Business Conditons, and another monthly publication called *The Financial and Trade Review.* Here are these publications for the current month" (produce the latest Monthly Letter and *Financial and Trade Review*).

"There is one point to which I want especially to call your attention, Mr. Prospect. No matter how much our Bureau of Business Conditions may have to say, it must say it to you in such a way as to conserve your time. This Monthly Letter on Business Conditions, for example, is never allowed to run over four pages.

"In the Letter for this month, we take up, for example" (run over the various headings on the first three pages of the current Monthly Letter on Business Conditions).

"Then here on the back page we show you the relation between unfilled steel orders and the price of commercial paper, and then we proceed to give you figures on certain trade indicators or barometers of business conditions.

"You will agree that every business man should understand these things, but you will admit freely also that only one business man in ten does understand them.

"Here is the current *Financial and Trade Review* going into such matters as" (run over the *Financial and Trade Review* quickly in much the same way).

"I want to say to you, Mr. Prospect, that after going over these publications carefully for a few months you will be better informed on fundamental business conditions than most of the business men you talk to. You will have an ability to read the financial page of your newspaper and to discuss such matters as are discussed in

these publications in a manner that will mark you as a deep-thinking, foresighted, broad-gauged business man.

"There is another feature of the Course and Service to which I want to call your attention briefly. The Institute also puts out a number of Modern Business Reports on specific business subjects of wide general interest. We supply you with a descriptive list like this" (showing the List of Modern Business Reports) "so that you may select any four which you may desire. The idea here is that you may be in a position to get information as to detailed methods in the handling of certain specific business problems. Here, for example, is a Report on the 'Conduct of Corporate Meetings,' and another on 'How to Read the Financial Page of a Newspaper' which, because of the frequent references back to the textbooks of the Course, is in itself a rather complete course on how to read a financial page understandingly.

"There is only one more thing that you could possibly desire, Mr. Prospect, to round out and complete the Modern Business Course and Service in every detail. That is a Service through which you can get any questions that you personally have in mind authoritatively answered. For no live man could follow this Course without having questions arise upon which he would want further information. Back of these Texts, Talks, Lectures, Problems and Monthly Letters is this active organization of business specialists" (taking up "Forging Ahead in Business" or the "Picture Book" and possibly, if you feel it is necessary, turning again to the staff) "who stand ready at all times to give you the benefit of their knowledge and experience in connection with the subjects treated in the Course.

Any statements made in any part of the Course will be amplified upon to any extent. The questions you submit are referred to the member of the Institute organization best qualified to handle them and authoritative answers are given you. This is an opportunity to get a wealth of information based directly on your own viewpoint because it is given in response to your own specific questions.

"I submit to you, Mr. Prospect, that no better plan could be devised.

"There is no limit to the benefits which a live wire may derive from this Course and Service if he is really making a study of business and has a mind which is open to new suggestions and to business building ideas. I want to show you the caliber of men that this Course has appealed to and then you can appreciate what it will mean to you." (Here produce your indorsement letters, leafing them over and seemingly skimming over them, merely showing the letterheads of some as you make remarks pertinent to them, but really doing the skimming in a deliberate and impressive manner. Your remarks on these letters will necessarily depend upon your intimate knowledge of them. Here and there you will read an extract from a letter, the extract you select naturally depending a great deal upon the individual prospect.)

"We have over one hundred men enrolled, and following the Course in the National City Bank of New York.

"Carnegie Steel Company.

"Here is the vice-president of the Byllesby Mercantile Corporation, a subsidiary of the H. M. Byllesby Company of Chicago, enrolled with us.

"Here is the vice-president of the Knox Hat Company,

quoting the remarks that he made in recommending to a group of employees that they enroll for the Modern Business Course and Service.

> " 'I whole-heartedly recommend this Course to you because I have benefited from it myself and know its possibilities.'

"Mr. Montgomery was an old subscriber of ours.

"Here is the district manager of a fairly well-known concern." (Indicate the letter of W. W. Garrison on the letterhead of the Burdette Oxygen Company.) "He states:

> " 'The thought that prompted me to take action was well expressed by Mr. E. T. Worthington, President of the National Accounting Company, when he said:
>
> " 'While a part of the Course may not be of immediate use to me, I appreciate that it forms a complete and well-rounded business education; and if one's business knowledge is to be sufficient for all future wants, it must be wider than one's present necessity."
>
> " 'The results that have attended my use of the Course have proved the soundness of that conclusion.'

"Here is one of the big engineers of the duPont Engineering Company.

> " 'Your Course in Modern Business is so good that I take every opportunity to recommend it.'

"Here is the proprietor of the great McBride's Theater Ticket Agency in New York:

> " 'I have learned this from watching thousands of successful men in New York—that the

difference between those who succeed in a large way and those who do only small things is very often a difference in self-confidence.

" 'Our business is the largest of its sort in the world to-day; and I keep the volumes of the Alexander Hamilton Institute in my office as a constant reference set and as a reminder of the help that they have been to me in making our business what it is.'

"And so I might go on, Mr. Prospect, I could literally show you thousands of such letters as these. But, after all, that's all there is to it.

"How does it appeal to you?"

(The answer to this question will be one of three things —enthusiastic approval; the statement, "It looks good," given in such a way as to leave you in doubt as to the degree of the prospect's enthusiasm; or, "What does it cost?" If it is the first, proceed with the second paragraph following, beginning, "I thought you would appreciate this"; if the second, proceed as indicated in the following paragraph, beginning, "Does it look like something"; if the third, proceed with paragraph below, beginning, "It costs considerably less."

"Does it look like something that will get behind you and do the same thing for you that it has done for these other men?" (The answer may be a definite objection which must be handled as an objection, or it will be, "Yes, I suppose it would.")

"I thought you would appreciate this, Mr. Prospect; that is why I have gone into it so carefully with you. It looks to me as though it were going to be worth to you

so many dollars for every cent you put into it. Don't you think so?" (And his answer to this probably will be, "How much does it cost?")

"It costs considerably less than you think it does, Mr. Prospect.

"Let me recapitulate what I have told you." (Produce the enrollment blank, preferably unfolded, and get it squarely in front of him.)

"The Course and Service extends over a period of two years." (Indicate the words "two years" at the top of the blank.) "It includes (this is a very quick, snappy résumé leading to the statement of the price at a time when you have the enrollment blank in front of the prospect ready to sign. Don't under any circumstances let the presentation drag at this time. Speak quickly, indicating as you go along.)

"The Texts—delivered immediately, so that you may have them for reference, as well as to follow the Course.

"The Talks—directing the reading—one every two weeks.

"The Lectures—one a month during the two years—putting you in touch with big business men.

"The Problems, presenting actual business cases and giving you an opportunity to apply the principles laid down in the Texts—one every month.

"The Service—full answers to all of your inquiries in connection with the Course—four Modern Business Reports, selected by you—and the Monthly Letter on general business conditions and the *Financial and Trade Review.*

"The price for the entire two years' Course and Service,

Mr. Prospect, including everything that I have shown you, is —— dollars.

"Frankly, we expect you to pay cash at this time, if you can, and, by so doing, to finance the bringing of the Course to some one who is not so fortunate. However, just as a university will split up its tuition to suit the convenience of the student, so we will split up the —— dollar fee to suit your convenience without any extra interest charge."

(If you expect your prospect to pay cash, just say casually at this point, "I presume that you, however, would prefer to give me your check now and have it over with.")

If, however, you feel that your prospect will want terms, approach the matter this way: "We can spread it over four or six months, or even longer if you prefer. Say —— dollars with the enrollment and —— dollars in sixty days; or —— dollars with the enrollment and —— dollars each thirty days; or —— dollars with the enrollment and —— dollars a month. How would that appeal to you, Mr. Prospect?" If that seems all right, proceed to write in the terms after the price on the enrollment blank. If, on the other hand, he still seems hesitant continue:

"Well, Mr. Prospect, we want you to select terms of payment that will be thoroughly convenient to you. We are more anxious to serve you than we are to secure any special terms of payment. We want you to be fair with us in the matter, but at the same time we should rather have you select lower terms that are thoroughly convenient to you than higher terms which might pinch you a little. I can arrange that at —— dollars a month, if you prefer it. Will that be all right?"

Sales Talk of the "Wear-Ever" Salesmen [1]

"Good morning, Mrs. Blank? I am Mr. Thompson. I am giving a few sample 'Wear-Ever' aluminum pans. Mrs. Brown received one yesterday and she suggested your name. I have a complete Kitchen Equipment in 'Wear-Ever' aluminum, and in order to get started in this end of town, I am giving away a few pans merely for the privilege of showing the Equipment. Mrs. Brown thought you might at least be interested in looking at it. Can you spare a few minutes?"

Before opening cases say: "Mrs. Blank, before explaining my Equipment in detail, I want to call your attention to the fact that the 'Wear-Ever' Company has set out with the definite aim of manufacturing a complete Kitchen Equipment. You, of course, are used to buying equipments in uniform sets for all other parts of the home, such as 'silver sets,' 'dining-room sets,' 'bedroom sets,' and 'parlor sets.' You have your 'china sets' and 'dinner sets' and even your curtains are properly matched.

"The kitchen, however, has never been given such thought or attention, although in reality it is the most important part of the home. There, many households have a conglomeration of pots and pans of all shapes, sizes, and descriptions—an iron frying pan, nickel tea-kettle, blue, white, or gray enameled pan with here and there a stray aluminum pan. In other words, the kitchen has had no plan, no system, and little thought expended in its equipment, and why? Because no manufacturer has

[1] Used by permission. Lack of space, unfortunately, makes it impossible to include a complete description of the "Wear-Ever" products.

taken the trouble to place before the public an efficient, uniform equipment that could really be called a 'Complete Kitchen Equipment.'

"You will recall, Mrs. Blank, that there are six different kinds of cooking—namely, boiling and steaming, baking and roasting, frying and broiling. Most women agree that the number of different kinds of cooking they do, rather than the number of people for whom they cook, determines the number of cooking utensils needed. If you do some of each of the six different kinds of cooking, you need a complete equipment. The number of people for whom you cook determines the quantity of food you prepare. The number of different kinds of cooking you do determines the number of utensils you need, regardless of whether you cook for two people or ten people.

"Now, a complete equipment is the kind I want to show you. As I go through it you will notice how each line of cooking is completely covered.

"Thousands of housewives now are installing these 'Wear-Ever' Kitchen Equipments. In fact, the demand for them is greater to-day than ever before in the history of the company. People have come to know that a 'Wear-Ever' Kitchen Equipment is not only the safest outfit of cooking utensils, but that it will put back into their pockets more money in a year than any other piece of house furnishing that they can buy, and at the same time give them the maximum in service and satisfaction."

POTS AND PANS

(Open cases and bring out the "Pots and Pans Outfit") "Mrs. Blank, don't you think that this row of pans gives you a very nice assortment so far as the sizes and shapes

are concerned? You have every size from this eight-quart self-stirring preserving kettle to this one-quart pudding pan. Now just to show you how efficient this equipment really is I am going to make from ten to twenty dollars' worth more cooking utensils with the assistance of this cover and ring. Many ladies use these combinations for steaming brown bread and fruit cake. Mrs. Wilcox told me that she liked fruit cake prepared in this manner much better than that baked in the oven.

"These two one-quart pans, with and without handles, are very handy and useful. For cooking puddings, a small amount of baked beans, macaroni, escaloped foods, or for stewing vegetables, warming milk, etc., they are invaluable.

"The 'Wear-Ever' people made this Equipment with the idea of giving the largest number of uses with the smallest number of pieces, so we make this cover serve two purposes. You see it is made deeper than a cover needs to be made. By turning it upside down on this ring it makes a cake pan or pie plate. It also makes the second layer-cake pan or pie plate."

BAKING UTENSILS

(Note the easy transition from the boiling and steaming pans to the baking part of the Equipment.)

"Have you noticed, Mrs. Blank, that your cookies are usually a nice brown on the bottom and rather pale on top? The sides of this cooky pan are very low, thus giving the heat currents of the oven a better chance to brown the surface of the cookies. Then, too, this lower end is cut off so the cookies or biscuits can be slid off without being handled one by one.

"This pan will be useful for baking biscuits, Johnny-

cake, short cake, or jelly roll. It also makes a good tray. This deeper pan is often used for baking several loaves of bread, a large loaf cake, or a birthday cake.

"I want you to notice that these two baking pans [cover and bottom pan] fit together, forming a low savory roaster. Mrs. Mitchell uses them in this way for baking fish and meat pies. Mrs. Short said she wouldn't be without them for cooking Swiss steak. Other ladies use them for preparing a large pan of escaloped oysters, potatoes, or macaroni and cheese. This larger pan is often used as a drip pan.

COOKING WHOLE MEAL

"These two odd-shaped pans fit splendidly in two corners of our combination cooker and leave room for steaming some vegetables on the rack in the space between. Isn't that a splendid use?

"An ideal combination is to prepare rib or pork roast below and steam potatoes or sweet corn on the cob in the upper compartment. Doesn't that sound good? Now by turning the rack around it can be placed on the bottom to form a regular roaster. Put a little water in the lower pan, place your chicken, turkey, or other roast on the rack and allow the meat to steam until done. In this way no basting is necessary. From the time the fowl is placed in the oven until it is done there is no need to touch it. When it is thoroughly done, invert the cover, place this middle section containing the fowl into the cover, and slide it into the oven so the fowl can brown while you are making the gravy in the bottom pan. When browned, remove the cover.

"When meat, other than a fowl, is being roasted, do

not use the rack, but place the meat on the bottom of the roaster. The juices of the meat will be sufficient to keep it from sticking.

CANNING

"The United States government recommends this utensil as one of the most convenient devices for canning fruit by the cold-pack process. This is the steam and not the hot-water method of canning and it has several advantages. In the first place, steam, being hotter than water, cooks quicker and kills bacteria more readily. All doctors and nurses will tell you that is the reason why they sterilize nowadays with steam, whenever possible, in preference to hot water. In the second place, by using the steam method, very little water is necessary and consequently you can turn your gas as low as possible and use but one burner. If you were to use the hot-water method, you would have to have two burners going full blast because of the large amount of water to be heated. This is an especially big saving in canning vegetables, which takes from one and one-half to four hours. With each roaster there comes this little bulletin giving full instructions and a time-table for canning fruits and vegetables.

"Here again you will note how the pieces in the Equipment work together. For instance, if you were canning peaches you would throw your peaches in this basket, dip them into boiling water in this kettle for one or two minutes, then out and into the cold water. The skins will then come off easily. Then pack the peaches into the jars, set them in the middle section, pour in the hot syrup, screw on covers tightly, set this section over the lower pan, put on the cover, and sterilize or steam for twelve minutes.

"To show you how well everything has been provided for, notice that this basket also fits this large pan. If you have a small quantity of beans, peas, tomatoes, or some kind of fruit left over it frequently spoils because you don't care to operate a large canner. By inverting this other pan over the basket you have an excellent utensil for doing as many as three pint jars at a time. Moreover, only a very few minutes are required to complete this job.

"By using this canner you save a lot of fuel and work. In fact, canning by this process is a pleasure instead of work. This utensil, therefore, forms a roaster, steamer, canner, and baking pans. If you are not using it for any of these purposes it makes a splendid bread and cake box.

BREAD BAKING

"To complete the baking outfit we have these peculiarly shaped pans that are used as bread pans. At first sight very few housekeepers would think of using these pans as bread pans, so I am going to tell you why some of my customers like them so well for that purpose.

"In baking, your bread always rises a little above the edge of the regular bread pan, does it not? Isn't that the part of the loaf that gets burned if you happen to forget your bread for a little while? Yes. By using this pan you can reduce the danger of burning your bread, since the side of the pan is high. Also you will get less of the hard, thick crust that covers the top of the loaf and more of the thin, evenly browned crust that comes in contact with the metal. Another advantage the pan has over the ordinary pan is its shape. New bread is hard to cut, isn't it? A loaf baked in this pan cuts more easily because you can start on this point and the crusts act as a sort of

bridge which prevents the loaf from crushing. A slice of this loaf cut in two makes a nicely shaped sandwich, and all the sandwiches will be the same size.

"These three pans also may be used on one gas burner as vegetable pans, cooking three different foods at the same time and saving the cost of two burners. Isn't that a wonderfully efficient use?"

(The advantages of the other parts of the Equipment are pointed out in the same manner.)

REVIEW OF EQUIPMENT

"This makes you an equipment of cooking utensils for your kitchen as complete as a set of dishes for the dining room. Here you have saucepots ranging from one quart up to eight quarts, yet, as you recall, you can combine these utensils to form a four-quart covered saucepot, a double boiler, a steam cooker, and a small roaster. By adding the colander you have two different steam cookers and at the same time you have an eight-quart preserving kettle.

"In the frying utensils you have something to warm food, make omelets, bake cakes. You have a greaseless griddle that saves fuel and grease and does not smoke up your house; you have a steak broiler and a pair of frying pans—large and small.

"Then you also have a pair of jelly-cake pans, two cooky pans, a drip pan, and three bread pans.

"Combining these utensils, you will recall that you have a large roaster that can be used either on top of the stove or in the oven; you have a combination cooker in which you can cook five or six things at one time over one burner on top of the stove (thus saving a lot of fuel), and

you also have a cold-pack-process canner recommended by the U. S. government.

"The three bread pans which worked so well in the combination cooker make three saucepans, and yet they can be combined to form the three-compartment cooker which will save so much fuel.

"Then you have your teakettle, which is also a double boiler. You have your percolating coffee pot, your teapot, and your casserole for serving soups, escaloped corn, oysters, and fruit.

"For eggs you have a steam poacher. You also have cups for steaming custard and puddings, and these cups also make good muffin pans. You also have this angel-food-cake pan.

"In fact, you have here all of the tools necessary for successful cooking—the stew kettles, preserving kettles, double boiler, steam cookers, frying utensils, baking utensils, broiler, roasters, fruit canner, beverage utensils, serving utensils, and cleanser to keep them clean.

"If you were to buy an aluminum equipment of plain pots and pans to take the place of this one it would cost you between eighty-five and one hundred and twenty-five dollars. Because the pieces in this equipment are interchangeable, you are able to put this complete equipment of cooking tools into your home for less than the cost of a rug, talking machine, or davenport." (In the country say, "for less than the cost of a silo, hay-fork equipment, or feed grinder—tools for use around the barn.")

"The price of this complete Equipment is only —— dollars. I can bring you the Equipment at the same time I bring Mrs. Jones's. That will be satisfactory?" (In

giving the test question, give it so the answer naturally would be, "Yes.")

In some cases it would be unwise to use this closing talk in the last paragraph quite so soon—you will have to use your judgment. If you use this closing talk and the prospect hesitates you will have to decide quickly in your own mind the reason and then proceed along that line with further arguments. If you are unable to decide quickly the reason she hesitates, or if you do not use the above closing talk, continue without a break in your talk as follows:

SERVICE

"Women agree that with such an equipment of tools, cooking—instead of being drudgery—is a real pleasure.

"The Equipment gives you great service; utensils are light, easy to clean, do not chip off or rust, and can be banged around without destroying them. With this Equipment you will not need to stand over the stove and constantly stir your food, and with ordinary care it will last as long as you keep house, as long as the stove on which you use them.

"Most women have decided that it is just as important to have serviceable tools in the kitchen as it is to have serviceable tools in the front of the house or in their husbands' places of business." (In the country say, "in the front of the house or around the barns and in the fields.") You must prepare three meals per day, 365 days in the year, with these tools. You not only cook in these tools three times per day, but you must wash them and put them away each time. Nearly one-half of your time every day is spent working with them. They should be serviceable

—even more serviceable than the tools used less often around the home. Housewives deserve the best utensils obtainable. They should be bright and cheery and make their part of the work lighter—make their work a pleasure.

"It is just because this 'Wear-Ever' Equipment is the most serviceable equipment of cooking tools on the market —because 'Wear-Ever' utensils are bringing pleasure to the workshop of the home—that thousands of women are putting them in their homes. A 'Wear-Ever' Equipment will mean for you better cooked and better tasted foods, less drudgery and real pleasure in your kitchen.

"The price is only —— dollars. My next delivery is" (give date). "I could bring the Equipment at that time. That will be O.K. with you, won't it?"

Use judgment about using this last closing paragraph at this point. If you do not use it, or if you use it and the prospect hesitates and you have not figured out the reason why, continue without a break in your talk as follows:

SAVING

Save Gas.

"Yet in addition to the great service rendered, this Equipment will save you a lot of money. As we showed you in the demonstration those pans there will save you $7.30 a year for fuel." (Set figures down on paper.)

"Each time you use the utensil you save two spaces on your stove, two burners of fuel. It takes about thirty minutes to cook a vegetable. Therefore, you save two burners for thirty minutes, or the equivalent of one burner for one hour. It costs at least a cent an hour to run a gas (kerosene or gasoline) burner. Therefore, each time you

use the pan you save one cent's worth of fuel—twice a day for a year would be $7.30.

"We will let this represent what the full 'Wear-Ever' Equipment will save in gas in a year. You will agree that this is conservative, for we haven't considered the combination cooker, the double fry pan, the teakettle with the double boiler inset and other combinations that cook two and three different foods at the same time. Then, too, we haven't counted in the saving when you bake the 'Wear-Ever' way on the top of the stove. Then, too, don't forget this: every time you cook in a plain 'Wear-Ever' pan you save just a little fuel because aluminum requires less heat than ordinary utensils."

Save Food From Burning.

"The average housewife, who uses other kinds of cooking utensils, burns up a great deal of grease and food. For instance, some people who use iron griddles use one-tenth of a pound of grease each time they bake. If they used their griddles a hundred times a year they would use ten pounds of grease, which, figured at thirty cents a pound, is $3 a year. With the 'Wear-Ever' pancake baker they would save this $3. 'Wear-Ever' fry pans and roasting pans require less grease than other pans because of equal distribution of heat. The grease is not constantly burning in some one spot.

"It has been estimated that women using enamel utensils burn food once per month. Some may burn it oftener, others less often. Figuring food at twenty cents per kettleful in a year, it amounts to $2.40. With the 'Wear-Ever' Equipment one rarely ever burns food. Yet, if food is

burnt and you do not stir up the burnt portion, the food will not taste burnt. It, therefore, is not wasted.

"We will not consider the $3 that some people would save with these 'Wear-Ever' fry pans and the griddle, but we will let the $2.40 represent what the full 'Wear-Ever' Equipment will save in burnt food in a year."

Saves Cost of Enamel Ware.

"The equipment also saves cost of replacing enamel ware. It has been estimated that the average woman spends from $3 to $5 per year to keep her enamel ware in repair. We will be conservative and say that she spends only $2. With the 'Wear-Ever' Equipment you save this $2 a year, because with ordinary care it will last as long as you keep house."

Saves Cost of Food.

"A 'Wear-Ever' Equipment saves cost of food. As we have figured out it will save $12.48 per year just on the cost of meat alone."

"You can purchase chuck or neck meat, roast it on top of the stove in one of these utensils without water, and make it just as sweet, tender, and palatable as the most expensive rib roast or round steak. The inexpensive cuts are more nutritious and women pronounce them more palatable than, and just as tender as, the more expensive cuts. Neck meat costs from eight cents to ten cents less per pound than rib roast or round steak. If you have one roast per week weighing three pounds and save eight cents per pound, you would save $12.48 a year."

Saves Doctor Bills.

"Improperly cooked and unsanitary food often causes sickness and results in doctor bills. Because this Equipment is sanitary and cooks food properly, it undoubtedly saves a considerable medical expense."

Total Saving.

"We will not consider these last savings, but use only the first four savings." (Here add upon a sheet of paper the savings.) "These amount to $24.18, which is the amount this equipment will save in one year, figuring conservatively.

"If this equipment cost $200 it would be inexpensive, since it will save you $24.18 per year, which is equivalent to 12 per cent interest on your investment. From an investment standpoint alone this is a good proposition."

Quote Price.

"But as a matter of fact, this Equipment does not cost $200. It does not cost $100. In fact, the price of the complete equipment is only —— dollars.

"The Equipment in three years will practically pay for itself, and every year thereafter you save conservatively $24.18. Add to this the further saving of your time, energy, and strength because you have an efficient equipment for your workshop.

"There is not a piece of house furnishing in your home that will pay back as much money in a year as this 'Wear-Ever' Kitchen Equipment. In fact, it is so economical that we sometimes call it the 'Poor People's Ware."

"I could bring you one of these equipments on my next delivery." (Give date). "Will that suit you?"

Use judgment about using this closing paragraph here. If you do not use it or do use it and further argument is necessary, continue as follows: (Note: Persistency in the closing plays a big part in the selling of equipments. Many men, in fact, spend much more time in giving conclusion arguments than in displaying their utensils.)

SAFETY

"But in addition to the service and the big saving, this equipment cannot chip and cannot form with food any poisonous compounds. It is as safe to use as an equipment of china or solid gold."

Sum Up.

"When you sum up the service, saving, and safety features which you get in this 'Wear-Ever' Equipment, it is easy to see why the government has put 'Wear-Ever' in so many departments and why so many housewives are putting these Equipments into their homes. It is not just cooking utensils they are buying, but an equipment that means tastier and more healthful food for the whole family, less work and more pleasure for the mother, fewer bills for the father to pay, and safety for every member of the family."

Close Sale.

"Mrs. Blank is getting her equipment delivered on my next delivery, which is right after ——. Mrs. Smith is filling out her Equipment at that time also. Won't that also be a convenient time for you to get your equipment?"

Retail Sales Talks

The following sales talks,[1] used successfully in retail stores, are not included as standardized sales talks, for the retail salesman does not usually give an actual sales talk. We are including them in order to show how the appeal may be made to the buyer.

MILLINERY SALES TALK

"I want a small hat to go with either a dress or a cape."

The salesperson seated her customer comfortably before the mirror, noting observantly at the same time her small head with the short bobbed hair, the rather pointed face, and the small trim figure.

"You will want something close fitting for street wear," she suggested. "I believe I have something you will like." She returned with several models which she placed on a table near by. From these she selected a draped turban which she drew over the customer's head carefully from the back, correcting the tilt by looking in the glass, remarking at the same time that the hat was an exact copy of a French model which had just come in.

Quick to catch the customer's expression in the mirror, she immediately said: "No, that won't do. It is too high in front," touching the front brim. "But that material is very rich-looking, don't you think?" Yes, the customer liked the hat, but agreed that the shape was not becoming, so the hat was removed and laid aside.

"Here is a beautiful model in panne velvet." The salesperson held up the model before the customer so that the

[1] Reported by Miss Natalie Kneeland, of the Research Bureau for Retail Training, Carnegie Institute of Technology, Pittsburgh, Pa.

feathers swept gracefully over her arm. "The hat has an exceptionally small head size, and this small brim in front ought to be very becoming." As she tried it on she commented on the fact that the hat could be used for either dress or street wear, as the material was very rich yet the lines were simple.

The salesperson stood off to one side and watched the customer look at the hat, first from one angle and then from another. She handed her a mirror, suggesting that she look at the good line at the side and back where the hat curved down over her hair.

"Yes, it is a lovely hat," agreed the customer as she took it off and examined it critically.

"It is beautifully finished inside, too," the salesperson pointed out. "The workmanship on these French hats is always so superior."

"How much is it?" asked the customer, doubtfully.

"Oh!" (in dismay) "That is more than I had expected to pay."

"It is quite a little," the salesperson agreed, "but you would be getting exceptional value in this case. This is a French model and the material is of excellent quality. Just notice how fine the velvet is," and she demonstrated by passing her hand caressingly over the crown. "This hat will probably sell for ten or fifteen dollars more later on in the season. However, I'll be glad to show you something else before you decide," she added, brightly, "and we can lay this to one side."

"Yes, I would like to see some others first. I do like this hat, but I don't want to decide too rashly."

The salesperson put the hat down carefully at one side,

but in reach of the customer, and went off in search of other models. When she came back she found the customer trying on the hat again. She smiled approvingly, but said nothing, letting the hat speak for itself.

"It is becoming," sighed the customer, putting the hat down regretfully and waiting expectantly for the new models.

The first hat fitted very well and was a very becoming shade of blue. The customer objected to it, however, on the grounds that it was too much like her last year's hat. The second hat immediately pleased her. The shape was becoming and the material unusual. There was something about it, however, which did not quite please her, but she could not decide what it was at first. Sitting back in the chair, she surveyed herself critically for a few moments, and then declared, "This is a nice hat, but it hasn't the style of the other one."

"No," the salesperson responded; "the lines in the French hats are always a little more distinctive. The hat you have on is becoming, though, but if you are looking for style particularly, of course the French model will give you greater satisfaction." Taking the French model up, she showed the lines to the best advantage, turning it so that the customer could see it from all sides.

"Let me try it on again," the customer said, with sudden determination.

"This style is newer than the other," the salesperson added as she tried the hat on. "They have been wearing the hats turned up in front all spring. Of course that is a becoming style, but it is nice to have something different,

especially as this curved brim is so becoming," touching the hat on both sides appreciatively.

"I rather hate to pay that much for a hat," the customer remarked, ruefully, "but I know now that I won't be satisfied with anything else. And, of course, as you say, it is a good hat."

"Yes indeed. You wouldn't ever regret having bought that hat. It is one of the best values we have. It certainly pays to buy early in the season, too, before the prices go up and while you have a better selection to choose from. And it is so becoming. Just look at this line here, at the side. Isn't that lovely? The feathers are unusual, too, and fill out your face at the side." The salesperson set the hat at just a trifle better angle and showed her admiration.

"Well, I guess I'll have to take it. Can you send it to-day?" the customer questioned.

"Yes, madam. It will go out on the three-o'clock delivery. Is it to be charged?

"Yes, to Mrs. A. Brown, 439 East Third Street, City. By the way, can you tell me where I will find curtain rods?"

"In the drapery department on the sixth floor. You turn to the right when you get off the elevator. My name is Miss Smith. If you come in at any time just ask for me and I'll be glad to wait on you. Thank you very much, Mrs. Brown. Good morning."

In selling millinery, style and becomingness are the important points to bring out. These points can be brought out in a number of ways.

In the sale just described, the salesperson played up

becomingness first by noticing the important points about the customer's appearance (such as the shape of the head, style of hair dress, build), and selected the style of hat to show accordingly. In addition she took care to show the hat at its most becoming angle.

She prevented the customer from getting in a negative frame of mind by watching her expression and forestalling her objection before she made it.

By pointing out the becoming lines and showing her approval indirectly by standing off to point at the hat, smiling her approval, without nagging the customer or tiring her by talking too much, the salesperson made the customer feel that the hat was becoming.

Style and appearance of the hat were emphasized by the careful handling of the merchandise, such as displaying the hat so that its good points could be seen, by smoothing the material to show the fine quality of the velvet, touching the feathers, etc. Then the salesperson mentioned definitely the style features which were important, such as the lines in the French model, also the careful workmanship, the newness of the shape, etc.

The desirability of the purchase was further brought out by the salesperson's pointing out that the customer was getting a bargain in taking advantage of the advance sale.

By giving intelligent and courteous service in directing the customer and showing personal interest in her, by remembering her name and showing that she would be glad to wait on her again, the salesperson left the customer with a pleasant impression of the service she had received.

SALES TALK USED IN SELLING GLOVES

"I want a pair of gloves to go with a dark cloth dress. What color are they wearing this season?"

"Black is very good, or gray," answered the salesperson, noticing at the same time the size of the customer's hand. "Is six and a quarter the right size?"

"Six, I think. And I'd rather have black."

The salesperson made sure of the size by measuring the customer's hand with the tape before bringing out the merchandise. She brought back a pair of long gloves and opened the paper folder to show the gloves.

"This is a very fine French kid glove" (placing the gloves, still in the folder, in front of the customer). "They are very soft and fit beautifully," she explained, lifting one glove by the top and stretching the leather slightly to show how pliable it was.

"How long are these gloves? How far up do they come?"

"These are sixteen button. They come just to here" (demonstrating), "covering the elbow. Does your dress have short sleeves?"

"About three-quarter length, but they are quite wide at the bottom. Do you think I could wear a shorter glove?"

"You could wear a twelve-button glove, but it would not look so well when your arm was raised, because your sleeve would fall back. However, I'll show you a pair and you can see the difference." She brought out the twelve-button pair and laid them beside the sixteen-button gloves. "You see these" (pointing to the twelve button) "will come just to the elbow and these will come above so that

when you bend your arm the elbow is covered. The longer length can be worn with any short-sleeved afternoon dress and would look especially well with your cape."

"That is an idea," the customer explained. "I never did like the way my elbow showed through this cape. Suppose I try these on," pointing to the sixteen-button pair.

The salesperson first carefully examined the gloves, measured the middle finger, and stretched them across the back of the customer's hand. Having made sure of the correct size, she stretched and powdered each finger and held out her hand for the customer's hand. "The right hand, please," she corrected. "We always fit the right hand because it is usually a little larger than the left." After working the glove on carefully, buttoning it and smoothing it out, she turned the palm of the customer's hand down so that she could judge the fit.

"It does fit nicely," the customer remarked, examining the glove critically. "What size did you say they were?"

"These are six and a quarter. You see, if your glove fits tightly when it is tried on, the stitches in the seams are likely to break through the skin when the hand is closed, on account of the strain on the glove. I have size six in this style, but I think you will find this pair more satisfactory. An easy-fitting glove really looks better and is easier to wear. And you see this glove does not wrinkle a bit."

"Perhaps I have been getting mine too tight," admitted the customer. "They never last. It's funny I never thought about the glove's stretching when you close your hand. I always tried to get the gloves to fit just as

smoothly and close as I could when I tried them on. I suppose this style is being worn the most?"

"Yes, madam. Overseam gloves are worn almost entirely for dress wear. You see it makes a better-looking and better-fitting glove than the other styles. Were you thinking of getting a short pair for everyday wear?" she questioned, removing the kid glove and smoothing it out to its original shape.

"Why, no. But now I think of it I had better get a pair. I want a pair that will wash, though."

"We have some chamoisette gloves on sale to-day for a dollar, which are excellent, in gray and mouse color."

"Let me see the mouse color." Taking the gloves in her hands, she felt the material and examined the stitching on the back. "Will these wash satisfactorily?" she inquired.

"Yes, madam, we have had no complaints about them. If you follow the directions on the slip which comes with each pair they will give you excellent service."

The customer, in examining the gloves further, noticed the size marked on them. "These are size six and a half. Don't you have anything smaller?" she complained.

"The fabric gloves come only in half sizes," the salesperson explained, "and it is best to get them a little larger than the kid to allow for shrinking. They do not need to fit quite so snugly as the kid. Really you couldn't take a smaller size. See, your finger comes practically down to the end of the glove" (measuring the finger of the glove against the customer's finger.)

"All right. I'll take these."

"Do you wish to take both pairs with you?"

"I might as well. Charge and take. I have the coin with me."

"What is the name, please?"

And the sale was completed without delay.

When a customer tries gloves on she thinks primarily of the fit, style, suitability, and, to some extent, serviceability.

Since fit is such an important factor, the salesperson must take particular pains to get exact size for the customer.

In the case just stated the salesperson secured the right size by estimating the size of the customer's hand, questioning her, measuring her hand, and, finally, actually fitting the glove. She convinced the customer of the correct size by explaining the reasons why she should wear the size selected.

The value of the gloves was further enhanced by effective handling. The salesperson did this by taking care to keep the gloves in the folders when possible, to powder them before fitting to prevent soil, and by always smoothing the gloves back to their original shape.

By actually showing the customer how the gloves could be worn, comparing the different lengths, and suggesting uses, the salesperson made the customer feel the desirability of the merchandise from the point of view of serviceability. In bringing out the advisability of getting a glove plenty large enough and in giving information on washing gloves, the salesperson assured the customer of the serviceability of the gloves.

In suggesting the short gloves, the salesperson showed that she was wide awake, and also appealed to the customer's bargaining sense. In this way she accomplished

three things: meeting the needs of the customer, and hence convincing her of her interest; satisfying the customer by giving her a chance to take advantage of an exceptional value; and making an extra sale on her book.

Summary

The big producer among salesmen is the person who, if not thoroughly informed concerning his prospect's interests, finds out by tactful questions just what will make the prospect buy and then directs his talk along those lines.

The only way in which the prospect can see your proposal is from the picture that you give him. If this picture is not clear in your mind, the impression which he receives will be blurred also.

Don't neglect the information that the prospect's chance remarks, the furnishings of a woman's home, or the objects in a man's office can tell you. Watch the signposts along the road.

You probably won't be able to give a sales talk exactly as you plan it, but if you have a definite idea of how you wish to proceed, it will be far easier to conduct the interview along the lines which you desire than if you had no definite plan of procedure.

Don't try to hold the prospect spellbound until he signs the order. Let him enter into the conversation. We are all bored when forced to listen to monologues.

Don't repeat the standardized sales talk like a parrot. It is new to the prospect even if it isn't new to you.

CHAPTER VIII

MEETING OBJECTIONS

THERE is no part of the selling process in which a knowledge of the psychology of the consumer is more necessary than in meeting objections. Moreover, since objections are bound to arise in all selling which is not mere order-taking, the importance of a knowledge of the underlying causes of objections is obvious.

The general term objections, although it is the term employed by practically every salesman, is in many cases not so accurate as the term employed in many books on marketing, "consumers defenses" or "reserves," for the term "objection" includes various sorts of barriers which are placed in the way of the sale.

Conspicuous among these resistances, as Hollingworth and Poffenberger state in their *Applied Psychology,* are the limitation of spending power by earning capacity, the strength of the savings instinct, the standard of living, the habit of paying conventional or particular prices for certain commodities, habits of buying particular things at particular places, in particular amount or forms, etc. Thus the manufacture and sale of automobiles and talking machines encounter the limitation of spending power and the savings instinct. The marketing of fashionable apparel encounters standards of living that must be catered to or raised.

CAUSES OF OBJECTIONS

As we have said in discussing the subject of "habit," men more or less unconsciously put the ordinary situations which confront them every day into certain classes. Attached to each class is an established method of procedure or a habitual response, sometimes "yes" and sometimes "no."

If, for instance, you are handling a line of goods which the buyer wants or if you are the type of person whom the buyer likes to talk with, or if for some reason in the mind of the buyer there are pleasant associations connected with your visit, he unconsciously puts the idea of seeing you in a favorable class and your request to see him is followed by a "yes" response. On the other hand, if he has had unpleasant dealings with your company, or if he doesn't like your personality or the goods you are carrying, the idea of seeing you will be put in an unfavorable class, and will be followed by a "no" response.

The human mind, possibly on account of the heritage it has received from animal ancestors, tends to put unfamiliar ideas into an unfavorable class, unless curiosity interferes, and to give a "no" response. The child runs away from the stranger not because of any unpleasant experience with strangers, but because the idea of speaking to that stranger presents a situation with which he is unfamiliar, and consequently he avoids the situation. In the same way, a woman who has always swept her house with a broom unconsciously puts the idea of a vaccum cleaner in an unfavorable class because the idea of cleaning her house that way has never presented itself to her. But if the child later sees the stranger in the light of a

friend, or if the salesman can present the idea of a vacuum cleaner in the light of a means of cleaning the house better and more easily than with a broom, the situation is shifted from the unfavorable to the favorable class.

The human mind, too, has a tendency to reject plans which will necessitate a rearrangement of ideas. Students have known for a long time that the original author of the familiar Cinderella fairy tale didn't intend to add to her difficulties by making her dance in glass slippers. The first translator made the error of confusing the old French word meaning a certain kind of leather with a word spelled in much the same way meaning glass. But so accustomed have we become to the idea of Cinderella's glass slippers, absurd though the idea may be, that, in all probability, no publisher would even make the attempt to correct the story.

A man may have a very crude filing system or an inaccurate way of keeping accounts, yet will reject any idea which causes him to change his habits. "Why do men always lie down, when they can, on soft beds rather than on hard floors?" asked the noted psychologist, William James. "Why do they sit around the stove on a cold day?" . . . Nothing more can be said than that these are human ways, and that every creature *likes* its own ways and takes to the following of them as a matter of course." Naturally a man's system of keeping accounts, or a woman's method of cleaning her house, can scarcely be classed with accuracy as *human traits.* It is a human trait, however, to follow along in an accustomed groove unless a strong reason persuades you to establish a new groove.

External circumstances, of course, plainly give rise to

a large number of objections. Poor business conditions may cause a man to give a "no" response to an advertising plan to which he would ordinarily give a "yes" response, merely because the financial situation of his firm forces him to put all plans which involve the outlay of money into an unfavorable class.

TYPES OF OBJECTIONS

Ordinarily it is not necessary to distinguish carefully between objections arising from various causes. But the knowledge that certain general causes give rise to the larger number of objections which are encountered in the sale enables the salesman to view these objections in their true light. Experience should show the salesman how to distinguish between the main types of objections. These may be grouped roughly as:

1. Excuses
2. Reasons
    a. Fancied
    b. Real

It would be out of the question, of course, to assign any objection to a definite group and to prescribe a way of meeting that objection.

A man might say, "I can't afford it," to an automobile salesman, for example, and might really mean, "I don't want to talk to you"; in other words, use the statement as an excuse for avoiding an interview. On the other hand, he may wish the car, but think that it is a useless extravagance, not realizing that in his case the amount of time saved in going from place to place would more than make up for the outlay involved. Then, too, he may be

just "dead broke" and his financial condition would obviously prevent the sale.

It is only through experience, from what has been said previously in the interview, and from the manner of the prospect, that the salesman can determine how to classify a certain objection. When a person meets you and asks the conventional question, "How are you?" you have little difficulty in judging whether the question is a mere formality, to which the conventional reply, "Very well, thank you," is expected or whether the question is asked for information as to the state of your health. If a casual acquaintance asked you the question as he passed you on the street, even though you weren't well, you wouldn't stop to discuss your ailments. On the other hand, if a friend of yours whom you hadn't seen for some time asked the same question and you had just had influenza, you would in all probability say, "Well, I'm just getting over the flu," or make some reply to give him the information which he really wanted.

You have probably had the experience of asking this question in a casual way and being surprised by a recital of the other person's ailments. The other person, being interested in his own affairs, did not stop to consider the motive which prompted the question. In the same way, many a prospect has been surprised at receiving a long line of sales arguments in answer to an objection which he raised merely as a convenient excuse, not because it represented his real opinion, and which could have been answered in a way much more advantageous to the salesman if he had taken pains to try to find what was the motive which prompted the objection.

Excuses.

Excuses occur most frequently as "put-offs" at the beginning of the interview, or, if they interrupt the sales talk later, they are usually offered to cover up the prospect's reason for not buying.

If you are selling bonds, for example, and, as you walk into a man's office, he says, "Sorry, have no money to invest at present," he usually hasn't really considered the subject of buying bonds at all. The remark is merely a defense reaction against a proposal which, since it would involve a rearrangement of ideas, he does not care to consider. It is much better not to argue about these excuses if you can help it. The prospect himself realizes that they are only partly true, but if you bring up reasons to show him that he is taking a wrong position, he feels in duty bound to bring up reasons to defend the stand he has taken and ends by believing the statement himself. Go around these excuses if you can.

One successful salesman states that he can usually divert the prospect's mind from the familiar "can't afford it," "price too high," excuses by saying: "Mr. Brown, you know my company has given me a number of answers to that objection, but I know you are too busy to want to talk in generalities. Let me explain the proposal I have worked up for you, because" (with a laugh) "you know if that were really an objection against the goods we couldn't hold the place that we do in the selling world." In this way he avoids discussing the objection concerning price until he has had an opportunity to create a desire for his particular type of goods.

If the prospect says he is "too busy," for instance, don't

argue the question of whether he is too busy or not. Get around the question by, "Could I see you in an hour?" and from his reply you can usually tell whether to put him in the class of "worth while spending time on" or "not worth having." If he is in the "worth-while" class he will usually react to a little friendly courtesy and will give you an appointment at least.

Excuses of the more general type such as, "I'm all stocked up," "Our present connections are entirely satisfactory," "I don't need any just now," if they occur in the to-be-or-not-to-be part of the sale, where actual opposition would be more likely to be indicated by a specific reason, show usually that the prospect is covering up the reason for not buying by this excuse. If, for instance, when you are quoting prices, the prospect says, "No, they are too high. I can get the same grade of goods for less money," he is probably giving you the reason why he does not make the purchase. On the other hand, if, after looking at your goods and hearing your sales talk, he says, "Well I don't think I need any just now, but come around when you're traveling this way," he probably has not stated the reason why he has not made the purchase.

Of course, you can ask him the reason, but do this only as a last resort, for, as we have said, having made the statement, he will probably insist that it represents his true opinion and will bring up arguments to defend it. It is much better to present hypothetical situations in order to try to discover the underlying reason.

"Well, Mr. Brown," you might reply, "all customers who have the ready cash are able to secure a great advan-

tage by purchasing these goods now," or "Mr. Smith, some time will elapse before these goods are delivered, and by placing your order now you can be sure of receiving the very lowest prices." In both these cases, you have put out a "feeler" the answer to which may give you some idea of what is in the prospect's mind and may enable you to direct your selling talk toward overcoming the actual objection.

In putting out feelers, though, be very sure that you aren't raising objections in the mind of the prospect which he hasn't raised himself, for if you bring up conflicting ideas in the prospect's mind, you will seldom get immediate action.

In a certain territory a particular type of meat-slicing machine had been very widely advertised. The salesman of a competing company, therefore, began his sales talk in somewhat this manner:

"Mr. Merchant I have here a machine that has one great advantage over the R—— which you see so widely advertised."

The salesman, when called to account by his company for unsatisfactory work, blamed his failure on the advertising of the other company, when, in reality, he was doing a considerable amount of advertising for the other company himself.

He brought up the idea of the competing machine in the buyer's mind and the buyer then, naturally, decided to investigate and often eventually bought the other machine.

Talk up the good points of your own article or product, but don't bring in conflicting ideas.

Fancied Reasons.

A prospect may raise an objection which represents his actual opinion, but the negative response to the proposal may be due merely to an inadequate idea of your proposal.

A man may state that he has "no money to invest" in the type of securities which a salesman wishes him to buy. However, if he finds unusual advantages in the type of securities offered, he can probably raise the amount necessary.

As a general rule, if a man is giving you his whole attention, but disagrees with your statements, you may consider that you have a good opportunity to make a sale. It is the Sphinxlike prospect who shows plainly that he is not even weighing the merits of your proposal and whose only comment is, "No, not interested," who presents the most difficult barrier.

The objections of the prospect who states his reasons for not buying should not be regarded in the light of barriers thrown in the way of the sale. As a matter of fact, they give you a key to his mental processes, by which you are able to get some insight into his motives, prejudices, and objectives, and you are, therefore, able to direct your selling talk along the proper lines.

It is a psychological fact, too, that the force of a statement made in answer to an interrogative objection is much stronger than would be the same statement made without the question or the objection.

If you were selling a certain type of machinery, for example, the prospect would scarcely go to the trouble to explain to you why he preferred his present equipment or to question your statements if he didn't really consider that the type he was using or considering best served his

purpose. He is really more interested in running his business efficiently than you are, so if you really have a better machine and can show why your machine is better and that it will make more or save more than it costs, the prospect will be unlikely to let prejudice stand in the way of the purchase.

In meeting this type of objection, the more intelligent you are on the subject of the goods you are handling and on the subject of the prospect's interests and situation, the better your chances of a sale.

One of the great real-estate men of the country, J. P. Day, tells of negotiating with Judge Gary for the sale to the U. S. Steel Corporation of the building at 71 Broadway, which has always contained its offices.

"I thought I had closed the sale," says Mr. Day, "when calling upon Judge Gary, he said, very gently, but very decisively:

" 'Mr. Day, we have had the offer of a much more modern building near here and it would seem to answer our purpose better. It is a better-furnished building. This building is too old-fashioned; you know it is a very old structure. Some of my associates think that, all in all, the other building will answer our purposes more adequately than this one.' There was a $5,000,000 sale drifting out of the window. I did not answer for a moment and Judge Gary did not go on. I did not attempt to answer. I, instead, asked:

" 'Judge Gary, where was your first office when you came to New York?'

" 'Right here,' he said; 'or rather, in the room on the other side.'

" 'Where was the Steel Corporation organized?'

" 'Why, right here in these offices,' he mused rather than answered. And then, of his own accord: 'Some of the younger executives have from time to time had more elaborate offices than this. They have not been quite satisfied with the older furniture. But,' he added, 'none of these men are with us now.'

"The sale was over. The next week we finally closed."

Of course, Mr. Day knew the structural merits of the two buildings, and knew what building had been offered to the U. S. Steel Corporation. What was more important, though, he knew the history of the U. S. Steel Corporation well enough to know what additional sentimental value the old building would have and he used this knowledge to avoid an argument and to make a sale.

Real Reasons.

So far as the selling process is concerned, it is unnecessary to devote much time or thought to this type of objection. If a man is unable to get credit for a bill of goods, if a woman hasn't the money with which to make a purchase, if a man is unable to pass the physical examination necessary for a life-insurance policy, it is obviously a waste of the salesman's time to push the question further. Be very sure, though, that the reasons which the prospect gives are statements of fact rather than excuses.

Generally speaking, there are two objections which may be raised by the prospect to which no answer can be given by the salesman—lack of money to pay for the goods and no possible use for them. When the salesman finds either situation to be the case, the only possible move is to depart with good feeling between him and the prospect.

METHODS OF MEETING OBJECTIONS

A very limited amount of experience in selling is sufficient to show the salesman that his manner of meeting an objection depends upon his own personality and the personality of the prospect. Often it is not so much *what* is said, but *how* it is said, which works for or against your chances of a sale.

"I'm not interested in your proposal at all," was an objection encountered by a salesman in the early part of an interview.

"How do you know you're not interested?" the salesman asked; "I haven't really had a chance to explain what it is."

Obviously, a certain type of salesman might make this reply to a certain type of prospect and be considered very clever. On the other hand, the same reply used by a different type of salesman or to a different type of prospect might produce sufficient irritation on the part of the prospect to cause him to terminate the interview. Experience in judging men, in fact, is the only guide by which the salesman can determine in what manner a prospect's objection should be handled.

However, as in tennis, fencing, bridge, and chess, there are certain "returns" which assist in winning the game, so in the selling process there are certain ways of meeting the opponent's moves which are "sales-assisting" rather than "sales-resisting."

Probably the most important of these are:

1. The "Direct Return" ("Boomerang Method").
2. The "Indirect Return" (Admission—But).

3. The "Head-on Method" ("Emphatic Denial").
4. The "Passing-up Method."

1. *The "Direct Return" ("Boomerang Method").*

The head of the sales department of a large cash-register company always gave his salesmen this advice:

"No matter what your prospect replies, no matter what reasons he advances for refusing to buy or what his objection, your proper and compelling answer is always, 'That, my dear sir, is the very reason why you ought to buy.'"

If the prospect says business is poor, that's the very reason why he should buy a machine. It will make his business better. If he says, "I can't afford it," he argues against himself, for one of the machines will help him make more money. If he says, "I don't need it," he is resting in a sense of false security.

This, as we have said, is sometimes called the boomerang method, since the objection is hurled back at the prospect in the form of a selling argument. It would be impossible, certainly, to answer every objection by this method, but the more objections you return in this way, the better will be your chances of a sale.

If the prospect has "never heard of your company," that's the reason you came to see him; you're sure he would be interested in such and such an article which your company manufactures. If he has just purchased some books on a certain subject, that's just the reason you wish to suggest a particular book—you thought he would be interested in that subject. If your goods are too expensive, that's one reason why you are interested in having him see them, because you know he is more interested in ultimate profits than in immediate outlay.

You will readily see that this method provides answers to objections that are more apt to be sales-assisting than sales-resisting. Especially is this method useful in answering excuses, for it helps to eliminate the opposition from the prospect's mind without causing him to bring up arguments in favor of the position which he has taken.

2. *The "Indirect Return."*

The "indirect return" is a method by which you agree up to a certain point with your prospect, but swing from the point of agreement into statements which destroy the force of the opposition.

According to a story in *Success,* when one of the important buildings of Wooster University burned down, the president, who was a very young man, went forthwith to Andrew Carnegie to try to procure funds for a new building.

"I don't believe in giving money that way to colleges," was Mr. Carnegie's reply.

"That may be true, but you believe in helping young men, don't you. I'm a young man and I'm in an awful hole. I have gone into the business of manufacturing college graduates from the raw material, and now the best part of my plant has burned down. You know how you'd feel if one of your steel mills was destroyed."

"Young man," said Mr. Carnegie, "raise one hundred thousand dollars in thirty days and I'll give you another."

If the prospect says, for example, that he is perfectly satisfied with his present connections, it would be very tactless to say, "Well you'll find our products much better than anything they have to offer." It would be much

better salesmanship to say: "Yes, they handle a splendid line of goods. But I'm sure you'll be interested in an unusual offer which my company makes."

Do not be too quick in pointing out to a prospect that his position is unsound. Show him that you give him credit for clear thinking, even though you do not agree with him. Present your answer in somewhat this form: "Yes, that is a matter that has not been brought up before. I can easily understand why you take that point of view. But I want you to consider the question for a moment in this light."

There is a special type of "Indirect Return" which the salesman employs, for example, when he answers the prospect's, "Yours is the highest priced machine on the market," by, "Yes, it is the highest priced, but five years from now the difference in price won't make any difference and the difference in quality will." He admits what the prospect says to be true, but follows the admission by a statement which destroys the force of the objection.

The "admission-but method," as it is sometimes called, is very effective in meeting objections, for, since you have admitted what he said to be true, the prospect is forced in the name of good sportsmanship to consider the amendment you propose.

Billy Sunday's classic answer to the objection that his conversions weren't lasting furnishes an excellent example of the use of the "admission-but" method. "No, they may not be lasting," he replied, "but neither is a bath."

No amount of sermonizing on this subject could answer this objection better, for any person must admit the truth of his statement, and, having admitted that one thing of

which the benefits are temporary is beneficial, why not another?

Common sense will tell you that you should not admit untrue statements for the sake of using this method. But if you can find some point in the objection to which you can agree, you can usually make the prospect feel that the objection was natural from his point of view, and then proceed to change his point of view.

3. *The "Head-On Method"* (*"The Emphatic Denial"*).

The very name of this method immediately suggests that it is in direct opposition to all the "don't argue" advice which is contained in this chapter. There are times, though, when your own good name and the reputation of your company demand a denial of the prospect's statement. He himself in many cases realizes that the statement which he has made is not entirely accurate and he will have far greater respect for you and for your company if you stand firm.

If the prospect tells you, for instance, that one of the salesmen of your company has quoted a lower price on your goods to another merchant than you are quoting, you can't afford not to contradict the statement. At the same time you should avoid antagonizing the prospect or your chances of a sale will disappear.

As we have said before, not so much depends on what is said as how it is said, and you can usually correct the prospect's impression without taking a "you're-a-liar" attitude.

If he states that the other merchant has been allowed a better price, don't say, "That isn't true"; say: "Mr. Pros-

pect, I'm sure there must be a mistake somewhere. My company is a one-price house, and no salesman would be permitted to send in an order for goods at a lower price."

If you are attempting to sell a commodity, you should be well enough informed concerning that commodity to be able to correct untrue statements, but when the prospect makes an unfounded criticism you can usually show him that his statement is untrue without causing an argument.

4. *The "Passing-up Method."*

Many objections are raised by a prospect which he doesn't expect answered. These are invariably excuses, but, as we have said, if you make an issue of them the prospect will insist that they are statements of fact. In groping for a valid objection on which he can base his decision not to buy, he may raise four or five objections in quick succession without giving you time to answer any one. If you have an idea what the real objection is or can get at it by presenting a hypothetical situation, it is well to try to answer it and clear the atmosphere. In any case, however, it would be futile to answer all these objections. To "pass them up" is the best way of meeting them if you can do so without giving the prospect the idea that you are evading the issue. If the prospect has actually made a statement of opinion, he will probably dwell more or less insistently on the reason given, and you will be given plenty of opportunity to answer the objection.

It is important that you should not become involved in answering objections until you have created a desire for your product on the part of the prospect. The "costs too much" objection may present an unsurmountable bar-

rier early in the interview when the prospect really does not care whether he possesses your commodity or not. But if he can be made to want the commodity you are selling, and, through your sales talk, can be made to see himself in possession of that article, he will be far less likely to allow the question of price to stand in the way.

Cases will occur, certainly, in which it will be impossible to delay answering such objections until later in the interview, but usually you can put off the answer by making a statement like this: "Mr. Jones, the real value of this article is not its dollars-and-cents value, but what it will do for you. Let me show you how you can increase your profits before we take up the question of price."

When you have deferred the answer to any objection which you feel is important to the prospect, be sure to retrace your steps and answer that objection before you try to close. Of course, an objection like that of price would be raised by the prospect again if you hadn't answered it, but if you think an objection is still lingering in the prospect's mind, try to direct your sales talk along lines so that during the talk it may be answered.

THE SALESMAN'S ATTITUDE IN ANSWERING OBJECTIONS

To be able to answer the prospect's objections without introducing a sales-resisting element into the interview obviously requires good humor, tact, and, above all, a real appreciation of the prospect's point of view.

Never show the least irritation at a prospect's objection, no matter how unfounded it may appear to you. In the first place, the prospect will think he has found the vulnerable spot in your armor and this idea will increase, in

his mind, at least, the importance of his objection. In the second place, you can't hope to control the interview if you can't control your own temper.

In a recent history of the Supreme Court of the United States are repeated the remarks of one prominent lawyer regarding the methods of his opponent in a certain case. His opponent invariably adopted an extremely quiet manner, never allowing himself to show the least irritation, no matter what was the turn of events. "I can answer his arguments; I am not afraid of his logic," said the lawyer, "but that infernal apostolic manner of his, there is no replying to." Even in the argument of a case before the Supreme Court of the United States the powerful effect of an unruffled manner was clearly evident.

If you find that you can't conduct an interview without becoming irritated at the prospect's objections, try arguing subjects on which there is a difference of opinion with your friends. Start arguments regarding political questions, for example, and see to it that you "keep cool," no matter what attacks are made on your opinions. Of course, you will necessarily get this experience in selling, for the experienced salesman never allows the prospect to make him angry; but if you are inexperienced, and find that you become irritated with little cause, it will be to your advantage to try the plan suggested.

Quite as fatal to the success of the interview as growing angry at the prospect is to take a superior attitude. No matter how absurd the objection which the prospect raises, never let him consider for a moment that you think it is absurd, for nobody likes to be shown to be in the wrong. The United Cigar Stores give to their salesmen specific

instructions never to repeat the name of a cigar or cigarette after the customer, if the customer has pronounced it wrongly, for the customer does not like the feeling that he has been corrected and, consequently, this feeling will work against the sale.

You will find it a good plan to memorize a number of opening phrases for meeting objections which will serve to make your replies less brusque and, therefore, less irritating to the prospect. You can often drive home sharp truths if you anæsthetize the prospect's feelings, so to speak, by phrases like, "Yes, that is one way to look at it, but I wonder if you have ever thought of it in this light"; "I can quite appreciate your point of view, but have you considered every side of the question?" "I am not surprised to hear you make that statement; in fact, there is every reason why you should make it, but you should consider the question from this angle."

There is no point in the interview where a sincere desire to serve the prospect's real interests and a real appreciation of his point of view are more necessary and, as a matter of fact, more helpful than when you are answering an objection.

OBJECTIONS IN RETAIL SELLING

Retail salesmen, as a rule, are too apt to regard objections as barriers to the sale, and, as a consequence, their answers are apt to be sales-resisting rather than sales-assisting.

How often, in one form or another, an interview like the following occurs would be difficult to estimate:

A woman tries on a hat in the French millinery shop in a department store, likes the hat, and asks the price.

"This hat is thirty-five dollars," replies the clerk.

"That is more than I expected to pay."

"That's the cheapest we have. The less expensive hats are downstairs."

The woman tries another shop instead of going downstairs and the sale is lost.

Of course, in spite of everything the clerk might say, the woman might hold to the position she had taken and refuse to buy a hat at the price which the store charged for "French millinery." At the same time the clerk should at least make an effort to find out whether the objection represented a reason or an excuse before giving up the sale. An answer like, "I'm afraid we haven't anything less expensive just now, but as long as the hat is so becoming, wouldn't that more than make up for the slight difference in price?" might make the sale if the woman were really debating with herself. At any rate, it would create a better feeling on the part of the customer, for no person likes to feel in a not-worth-while class.

It isn't necessary to be so persistent that the customer hesitates to enter the store for fear she'll be persuaded into buying against her will. But the really good retail salesman or saleswoman will regard an objection in the same light as does the successful wholesale or specialty salesman, as something to be used, not neglected.

ANSWERS TO OBJECTIONS

In a book on the general principles and practices of salesmanship it would be impossible, naturally, to give a list of objections and of answers to those objections which would begin to solve the difficulties of the individual sales-

man. The objections which a solicitor of magazine subscriptions would most frequently encounter would be: "I have more than I can read already," "I buy it from news stands," "I prefer to send my subscription to the company"; but the answers to these would be of little value to the salesman of real estate.

If the individual salesman, however, will keep a list of the objections which he encounters in his interviews he will soon find that the objections which are raised against his commodity are not numerous, for the human mind tends to react to a given situation in a fairly uniform manner.

On first thought, for example, it would seem that the objections which prospects would raise against life insurance would be numberless. A careful study of the objections encountered by a large number of salesmen in a large number of interviews revealed the fact that most objections to life insurance fell into twenty groups.

If you know, at the outset, what objections are likely to be raised during the interview, it gives you an obvious advantage, for you can plan your answers to these objections beforehand without having to depend on the often unreliable inspiration of the moment. We have all had the feeling of, "Why didn't I think of saying that?" after we failed to bring another person to our point of view. If you do have time to think, the chances are that you can frame a far more convincing reply.

Every salesman, therefore, should list carefully all the objections which he encounters in his sales. If possible, these should be compared with the lists of other salesmen in the same company and, more important still, ways of

answering the various objections should be compared. For instance, one salesman who was soliciting subscriptions for magazines might find that a sales-assisting answer to the frequently encountered objection, "I have more than I can read already" was: "Doesn't that show, Mr. Smith, that what you have to read isn't the type of reading matter that interests you? Wouldn't it be worth your while to subscribe to something that would interest you? Another salesman might have an equally good or better answer for the "I buy at the news stand" objection and a comparison of notes would be of advantage to both.

It is considered unprofessional in the medical world for a physician to patent an appliance or a remedy which would, in this way, be made less generally available for the benefit of people the world over. The salesman with the professional attitude toward his work is no less generous, and since he sincerely believes that he is serving the need of the people of his territory in selling them his commodity, he does not hesitate to share his knowledge and experiences with other salesmen who are trying to accomplish the same result.

Of course, in selling of any kind, the salesman will encounter the "costs too much," "can't afford it," "don't need it," objections, but the answers to these, too, will depend largely on what he has to sell.

A few frequently encountered objections are listed below in order to suggest ways in which the salesman may compile his more complete and specific lists:

1. It Costs Too Much.

"Mr. Blank, isn't it the ultimate profit there is in an article rather than the immediate cost which you usually consider? If you could be sure that it would make money for you, you'd consider it a good investment, wouldn't you?"

"Mr. Jones, you know me and my company well enough to know that we could give any number of answers to that objection. If it were a real one, we couldn't sell the amount we do; but let me tell you why other people prefer to pay the price rather than get inferior goods at a lower price."

"Mr. Brown, at any cost, would you be satisfied with any but the highest quality?"

"Mrs. Smith, the cash deposit which you make is the only money you actually pay. The monthly deposits are saved in monthly bills."

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"We make but one profit on the Burroughs machine, while you, Mr. Buyer, profit every day you use it. The question for you to decide is, 'Is it worth to you the amount we ask for it?' If a Burroughs machine does all that we claim it will do for you, it is something you need and, therefore, cheap at almost any price. It is not a question of price so much as it is a question of what it

will do. The experience of merchants using this machine is that it more than pays for itself, and how, therefore, can it be expensive?" [1]

"Certainly, the price does seem rather high unless it is compared with that of the better grades of enamel ware; and I agree that you ought not to pay it unless it is worth more than the other ware. Let us, then, look at the facts and consider first the relative cost of material in 'Wear-Ever' and in the best grade of enamel ware."

"You agree that this National Cash Register will increase the efficiency of your clerks, enabling them to sell more goods. It is reasonable to believe that each clerk could sell five dollars' worth of goods more per day, and figuring twenty per cent gross profit, which would be net in this case, this would mean an increased profit of one dollar per day per clerk, or one hundred dollars per month for four clerks. This would mean a return of one hundred per cent on your investment in ten months. Should it require two years to pay for itself, you would have a fifty per cent yearly return on your investment." [2]

[1] Answers to objections in the case of the Burroughs Adding Machine are quoted by permission from *Selling the Retailer,* published by the Burroughs Adding Machine Company.

[2] Answers to objections in the case of the National Cash Register are quoted by permission of the National Cash Register Company from the *Manual for N. C. R. Salesmen.*

2. I Can't Afford It.

"That may be true from your point of view, but from my point of view the question is not, "Can you afford it?" but, "Can you afford to be without it?"

"Mr. Warren, can you afford to have it said that you are doing without something which to-day is considered a business necessity?"

"There's an old saying in the business world that a person pays for a thing which he needs, whether he buys it or not. If, for instance, you refused to buy coal for your family this winter, you'd pay for it in doctor's bills and, in addition, have all the discomfort of a cold house."

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"I appreciate that fact, Mrs. Black," says the Fuller brush salesman, "and I know you are doing your best to be economical. We all should. However, brushes are just as necessary as soap and clothes. Our homes and bodies must be kept clean no matter what the cost. If these were luxuries I shouldn't urge you a minute, but they are necessities and will save you many times the money, labor, and patience."

"Mr. Thomas," says the Davey Tree Expert salesman, "if I did not know your standing in the business world, I should be inclined to take your remark more seriously." [1]

[1] Quoted by permission from the Art of Selling Davey Service, published by the Davey Tree Expert Company.

Does a man who goes without an overcoat all winter save the price of the overcoat? No, he pays for it in doctor bills, in lost prestige with his fellow men, and in many other ways. The family of a man who does not buy insurance because he thinks he cannot afford it, finds after his death that his saving was actually a tremendous loss. The home owner who neglects to paint a house that needs painting and lets the house rot and decay under rain and heat and cold, pays many times more for new lumber and repairs than the painting job would have cost him. You, Mrs. Brown, since you need the Apex Electric Suction Cleaner, are paying for it. You have paid for it every year since you started housekeeping; you will go on paying for it, again and again and again, through the years to come if you do not get one. You are paying for it with the money you spend for brooms and carpet sweepers, in your own poor health resulting from overwork and lack of time for rest, and in the health of your children. You will pay for it several times over when in the course of ten years, several rugs and carpets will wear out by excessive sweeping which would not have happened if they had been kept clean by the Apex." [1]

[1] Answer to objection from the Apex Salesman's Manual, used by permission of the Apex Electrical Distributing Company.

3. We Are Satisfied With Our Present Connections.

"Oh, I know, Mr. Brooks, you are dealing with a very reliable firm from which it would be a great mistake to sever connections. But my company is able to make a rather unusual offer just now which I am sure would interest you."

"That's one reason why I came to see you, Mr. Smith. I knew you were accustomed to buying only goods of high quality and I wanted to show you something which my company has just put on the market."

"Oh, I did not mean to interfere with your present connections at all, but it's never a mistake to increase your stock by goods which are "quick moving," is it?"

"We are generally satisfied with what we have until we see something better. Let me show this to you. It won't cost you a cent to look."

"You, of course, realize that if I canvassed only customers who were dissatisfied with their present connections I probably would not have first-class customers."

4. We Are Stocked Up at Present.

"Well I rather expected you'd be stocked up with an article for which there is an everyday demand. But wouldn't it be well to lay in a little reserve?"

"People are usually surprised at the number of things they need when they begin to check over their stock. It is not unusual for me to call on my customers and get the answer you gave me. After checking up on their stock they found they were out of a number of things which I could supply easily and conveniently."

"Suppose I run down this list quickly to see whether or not there may be one or two articles which you are low on now."

"Mr. Merchant, I wonder if you would let me look over your stock. Possibly I might be able to suggest a plan to move it a little more quickly."

5. Business Is Poor—Times Are Hard.

"Yes, business is poor, but isn't it in times like this that you should make a special effort to better conditions? I want to suggest a plan in this connection, which I am sure will interest you."

"Business is poor, I know, but the demand for this article you will find is as great as ever. You'll find that the record of your sales will bear out my statement.

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"In hard times a wise business man practices rigid economy, and the very essence of economy is to stop every waste and prevent loss. In hard times he looks closely after even small profits, and as the saving of a few dollars daily is a source of gain, it is good economy to adopt any means that promote these savings. It would be a great mistake in hard times to refuse to adopt a plan which will pay for itself in a few months out of the money it saves, and which will then go on saving year after year money enough to pay a clerk's salary. Hard times are always temporary; prosperity is the rule. A good merchant will not neglect a means which pleases and retains his customers by insuring accuracy in their accounts. Where a Burroughs is used, patrons soon discover that nothing is left at loose ends and mistakes are extremely rare."

"Yes, of course, we all realize that times are hard, but do you want to give the impression to the outside world that your business is not as successful as usual? People will get that impression, you know, if you cut down your advertising appropriation."

6. I Do Not Need It.

"It is quite natural for you to consider that you have no particular need for this. Many men have thought so until they found its actual value to their business.

"Mr. Walters, doesn't your statement that you do not need it really mean that you think you can manage to get along without it? People used to have that feeling about machines like typewriters and sewing machines. Of course, it might be possible to get along without them, but their advantages are so apparent that no business man will try to get along without a typewriter and no woman with a family tries to get along without a sewing machine, if she can help it. In the same way, I don't believe you would be willing to do without this if you would realize its advantages."

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"Let me see, Mrs. Jones; you have the mop and the duster and the sink brush, haven't you?" replies the Fuller brush salesman. I know you are perfectly satisfied with the service they have given you, too. But you haven't any of our beautiful ivory and tortoise-shell brushes. Mrs. G. and Mrs. K. across the street are completing their sets with these. And Mrs. L. next door has ordered three of these brushes for gifts, too. I know you are interested in this hair brush, aren't you?"

"Practically all my present customers gave me the same answer the first time I called on them. If you would call up

any one of them now I think she would tell you that the machine is indispensable—it fills a need which she did not realize before the machine was put in use. All I wish you to do is to investigate this machine's services."

"Mr. Williams, don't you suppose that when the idea of using typewriters was first suggested to your company that some of the offices said they didn't need them? They could get along without them, and you could get along without an automobile, but there is almost the same difference in the amount of work that can be accomplished when you have either machine and when you haven't."

7. I Do Not Want It.

"No, I suppose you don't really want it, but that's why I came to see you. Have you ever heard anyone who has used it, Mrs. Smith, who has made that remark?"

"I am not surprised to hear you say that. Most of us say the same thing when we are approached. Isn't it because we don't understand the proposition? If you had wanted this commodity or service, you would have had it long ago."

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"Well, of course, Mr. Jones, I scarcely thought you would want this whole set of cooking utensils, but I showed them all to you so you might choose those that you need."

"Well, probably you don't want this machine, but how about the person who is going to use it?"

"You may not want an adding machine, Mr. Brown, any more than you wanted that load of coal you bought last winter, but you would have paid for the coal several times over if you hadn't bought it. You would have paid in doctor's bills and in discomfort because you needed the coal. The man who needs an adding machine and doesn't buy it, pays for it just the same. He pays in unnecessary time spent by his employees and himself in

adding by hand and going back to find mistakes. He pays in lack of information about his business. He pays in actual money because time is money. He pays for it in losses through mistakes in figures and in loss of confidence on the part of his customers. Any error of $1 a week in your customers' favor means $50 lost in a year. An error of $1 a week in your favor may mean 50 customers lost in a year. Why not get this machine you are paying for? Let it pay for itself and then go right on paying dividends.

8. I Will Think It Over—Come in the Next Time.

"Certainly Mr. Walker, I thought you would want to think it over. But may I suggest that it would not be wise to lose any more time than necessary, for meantime your business will be without something which would increase your profits." ———

"Well Mr. Thompson, if this isn't a good thing for your business, you don't want it at all. If it is a good thing, you want it right away. May I ask what it is you wish to think over?"

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"That's a very good idea, Mr. Marsh, but may I ask what particular question you wish to think over? I am probably at fault in having overlooked something that you have in mind.

"How soon do you want to stop these mistakes and losses which you agree are cutting into your profits?

"My experience has been that merchants after learning of the existence of losses in their business are anxious to stop them. They want to have the system installed right away and are very much disappointed to find that we cannot make delivery for five or six weeks, due to the fact that we must make the National Cash Register to order. I am at loss to know why you are different in this respect than other merchants."

———

"Do you know what may happen while you are thinking this over? Your old roof may begin to leak so badly that the damage done will amount to more than the cost of the new roof."

9. I Want to Talk It Over With My Wife (My Husband).

"Mr. Jones, it isn't quite fair to make your wife decide a question like this without having the opportunity to consider the question herself, is it? She may want to ask questions which have not come up. I should be glad to explain it to her at any time which would be convenient."

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"You don't usually consult your husband before making a small expenditure do you? Most husbands are not much concerned with such matters. After you tell your husband that you have a vacuum cleaner and that it will save you so much hard work, doing the cleaning more efficiently, and actually save the price of the machine on the wear and tear of the rugs and furnishing, he could not do anything but compliment you on your judgment." [1]

"There are some things, Mr. Prospect, that a man should never do without consulting his wife. I don't believe that you ought to buy a home or a motor car without consulting your wife. There are some things, however—things connected with your business life and activities—on which it is not only not necessary to consult your wife, but on which it is unfair to expect her to have as intelligent an opinion as you have. Frankly, I think that this matter of your taking the Modern Business Course and Service comes under that head."

[1] Answer to objection used by permission of the Apex Electrical Distributing Company.

10. The Old Way Has Been Pretty Satisfactory So Far; I Guess We Can Get Along Without It.

"Mr. Prospect, you and I scarcely remember the time when our grandmothers had to do all the sewing by hand, but they did. Your wife could do it all now if she had to. But there is a better way, do you think it would be worth while to use the old way?"

SOME SPECIFIC ANSWERS TO THIS OBJECTION

"You see, Mrs. Jones, a Torrington cleaner for your home is as necessary as a typewriter or an adding machine in a business office. No office that I know of could afford to be without these wonderful time and labor savers. Every business man knows that he is wasting money to be without them. Yet housekeeping is the largest industry in the world. And the housekeeper deserves to have every appliance that will save her time and money; in fact, she can't afford not to own them. But she probably won't buy everything at once, so she buys the one she needs the most—that one that will save the most time and the hardest work. A Torrington will actually save nineteen full working days during the first year." [1]

"Yes, Mr. Grant, it is well known that you are a successful business man. I am sure I could not come in to replace you to-morrow and make anything near the success you are making. I wouldn't know about the business.

[1] Quoted from *Sales Instructions for Torrington Salesmen,* by permission of the Torrington Company.

You succeed because you know a lot about it; but your aggressive brain could make it a still greater success if you knew still more about it than you do. Many vitally important facts could be handed to you daily by your bookkeeper—facts upon which a man of your ability could easily build a better business, and these facts can be gotten easily, at no extra cost whatever, by the help of a Burroughs machine."

Summary

You will meet objections in every sale. If you don't meet objections, you are order-taking, not selling.

The human mind is so constituted that it tends to resist the introduction of an idea which will cause it to change its thought habits. To overcome this resistance is the work of the salesman.

Excuses occur most frequently as "put-offs" at the beginning of the interview. Or, if they appear later, they are offered to cover up the prospect's reasons for not buying.

Fancied Reasons, raised as barriers against your plan, are due usually to an inadequate or inaccurate idea of your proposal.

Generally speaking, there are two *real objections* which may be raised by the prospect to which no answer can be given by the salesman: (1) lack of money to pay for the goods; (2) no possible use for them.

Through the *Direct Return,* the objection is hurled back at the prospect in the form of a selling argument. It helps to eliminate the opposition from the prospect's mind before he has had time to bring up arguments in favor of the position which he has taken.

The *Indirect Return* is the method by which you agree up to a certain point with the prospect, then swing from the point of agreement into statements which destroy the force of the opposition.

The Head-on Method, by which the prospect's statements are contradicted, is a desperate remedy for a desperate disease. Use it seldom and with extreme caution. The strength of your answers to objections lies wholly in their success in making people buy.

Many objections are raised by the prospect which he doesn't expect answered. Pass them up.

To be able to answer the prospect's objections without introducing a sales-resisting element into the interview obviously requires good humor, tact, and, above all, a real appreciation of the prospect's point of view.

The retail salesman should regard the objection in the same light as does the wholesale salesman—that is, as something to be used, not neglected.

CHAPTER IX

THE CLOSE

EVERY interview terminates in a sale. Either the prospect sells you the idea that he doesn't want your commodity or you sell him the idea that he does. Circumstances, of course, often decide this question, but in many interviews it lies within the salesman's power to determine the way in which the interview shall end.

It is quite natural that the sales manager should rate his men according to their ability to sell to prospective buyers the idea that they do want certain products; in other words, to secure signed orders. It does not follow from this, though, that they are rated according to a special ability for handling the critical part of the interview. They are rated on their ability to close merely because it is the close which shows how well the salesman has handled the entire sale.

There are, of course, salesmen who through ingenious methods are able to "put across" big sales, as there are students who, sometimes, through a certain amount of sheer bluff, are able to make high grades even in college examinations of the most difficult type. In the average case, though, the ability to write a clever or original examination paper has produced far fewer high grades than careful preparation in the steps leading up to the examination through the whole course. Likewise, special clever-

ness in closing tactics has produced far fewer big sales than careful preparation, step by step, through the interview.

If, therefore, you find difficulty in closing, be very sure that it is not lack of knowledge concerning the prospect's situation, a tactless manner of approach, a carelessly prepared sales talk, or an unconvincing answer to an objection, which has caused your failure rather than inability to use proper closing tactics.

FEAR OF THE CLOSE

Since so much depends on the close, many salesmen approach it with about the same feeling as a student approaches a final examination. In neither case is there any sure and immediate cure for this fear, even though in both cases it paralyzes the brain processes and reacts unfavorably. In both cases, however, there are ways by which it may be overcome.

When a student realizes that he knows the answer to every question which is asked on the examination blank, a feeling of confidence arises which enables him to collect his thoughts and to present them clearly and logically. In the same way, when a salesman realizes that his knowledge of his prospect's needs and how his commodity can be used to fill those needs have been sufficiently thorough to create a favorable impression during the first part of the interview, a feeling of confidence arises which does much to bring about the successful close.

The proper physical attitude, in the close as in the approach, will do much to determine your mental set. You can't hope to win the buyer's confidence or feel much confidence in yourself if you adopt a cringing manner. So

hold up your head and assume that, of course, the order will be given, and your "Mr. Brown, how large a supply of these do you think you'll need?" will be far more likely to produce the order than an apologetically asked, "Wouldn't you like to take some of these?"

In plain language, many salesmen fail in closing simply because they lack courage. They approach the close with a sort of zero-hour feeling, expecting unfavorable results, and usually their expectations are realized.

Don't let your eagerness for the order seem too apparent at the close, however, for if the prospect realizes that you are trying to influence him in any way, he will take a defensive attitude and, even though he is convinced of the value of your proposal, he will tell you that he will think it over. Your anxiety makes him suspicious.

A remark like the following, made by a salesman who was closing the sale of a certain kind of stationery with the purchasing agent of a large corporation, would often persuade the prospect to sign the order without feeling that he was being unduly influenced to buy: "Mr. Jones, even though you are favorably impressed by this stationery, it would be poor business policy for me to sell it to you unless I were sure that it was exactly suited to your purpose. But in signing this memorandum" (pushing it toward him) "I'm sure that you realize as well as I do that you are obtaining the quality that you want at a very low price."

THE PSYCHOLOGICAL MOMENT

One reason why many salesmen approach the close with inward trepidation is a certain fear of missing the so-called "psychological moment"—the moment which is

supposed to arrive somewhere near the end of the interview, when the mind of the buyer is ready to receive your offer with enthusiasm. Much has been said and written about this psychological moment and how it may be recognized. The writer's experience, however, causes him to agree with those authorities who consider that the psychological moment is largely imaginary and that the fear of missing it causes needless worry.

Of course, in every canvass, there is a moment which is propitious for trying to close, but this moment is of no more importance than many other moments in the process of the sale, and if you fail to recognize it, your chances of making a sale are not irretrievably lost.

There is a moment of great importance when the prospect is compelled to focus his attention on the proposition you are presenting. There is another significant moment when his attention changes to interest; another, when his personal desire begins to show itself. The psychological moment for closing is just one in this line of critical moments and of no more importance than its predecessors. Moreover, if you let it go by, you haven't damaged your chances beyond repair. This general point of view is shared by E. K. Strong, Jr., in his book, *The Psychology of Selling Life Insurance:*

"As we read most of the literature on this subject and listen to most of the speeches of salesmen concerning closing at the psychological moment, we see that the current view is that a salesman should keep on presenting his proposition until the psychological moment arrives, and then instantly close. The chief problem, then, would be in recognizing that all-important moment.

"Really the problem is much deeper. It actually involves developing the psychological moment. For, although a decision may be made suddenly, it is the resultant of certain processes which require time in which to develop. It is 'as if a man should cast seed into the ground, and should sleep, and rise night and day, and the seed should spring and grow up, he knoweth not how. For the earth bringeth forth fruit of herself; first the blade, then the ear. . . . But when the fruit is brought forth, immediately he putteth in the sickle, because the harvest is come.'

"The salesman must plant the seed (the proposition) in the mind of the prospect and water it with reasons and incitements until the prospect's interest has grown up and ripened into desire. During this time the competition of weeds (objections) must be eliminated. Finally, when the fruit is ripe (prospect is convinced and impelled) the salesman should reap his reward and close the sale. But he closes because the seed he planted has grown to fruition, not because some mysterious moment has happened to come along."

TRY-OUT CLOSES

The salesman should have no hesitancy about attempting the use of try-out closes. The sale is not necessarily lost if the attempt is made to close too soon. In fact, it is even safe to make "try-out" closes at various times during the interview.

Perhaps, as a child, you waited hungrily around the kitchen stove until the cakes were baked. You may remember seeing your mother draw the pans carefully from the oven "to see if the cakes were ready to take out." She stuck a straw in first the one, then the other. If the

straw came out dry, the cakes were taken from the oven and your chances of getting a piece in the near future were pretty fair. But if the straw was sticky, the cakes were shoved back into the oven and your wait was somewhat prolonged.

A try-out close is just that kind of test. If your "feeler" comes out with "half-baked" doubts or objections sticking to it, the prospect is not "ready to be taken out." He needs to be put back in the oven of the sales talk where the heat of suggestion or persuasion can work on him a little longer.

The try-out close may be likened to a man in an airplane who has instructions to land at any good point after passing a certain line. He may select a spot where he thinks a landing might be made, but in descending he finds some obstacle. He rises again, flies farther, and selects another place. He may make a number of descents before making the actual landing. In making the trial descents, however, the aviator must keep full control of his machine and, if he finds that landing at a certain point is not advisable, he must be able to avoid the danger of a crash.

Likewise, the salesman, in making a try-out close, must be ready to avoid the danger of a crash. If he finds the prospect shows unwillingness to close, he can often swing back into the sales talk by using such expressions as, "On the other hand, Mr. Brown," or, "Another point I failed to mention."

TESTS FOR THE CLOSE

As we have pointed out, it is useless to try to close if you have not aroused the interest of your prospect sufficiently in your article to make him want to possess it.

Naturally, we cannot determine accurately just when he has reached this "desire point" in the sense that we can determine by a thermometer when a liquid reaches the boiling point, but there are various ways in which you may be able to determine fairly accurately whether a prospect is ready for the close.

1. *Obtaining the "Yes Response."*

See whether you can get a series of "yes responses" from the prospect. This method has the added advantage of starting the mind of the prospect in a "yes" groove, and when the final question comes, if you find him ready for the close, he will be more likely to say "yes" than "no." If he debates or is stubborn when you ask the preliminary questions, you can be fairly sure that he is not yet ready for the close. This plan might be well called "Getting the Yes Attitude."

"This is a particularly important feature. Don't you think so?" Answer: "Yes."

"You see how it would work to your advantage in this particular kind of work." Answer: "Yes."

"In fact, the cost of the machine would be offset by the money saved in a very short time. You've looked over my figures, haven't you?" Answer: "Yes."

"Let me see. Your outside offices are furnished in oak, aren't they?" Answer: "Yes."

"Then you'd wish this finished in oak, too?" If he answers, "Yes," he has committed himself to the purchase.

2. *Questions Requiring an Intelligent Answer.*

There are men who will sit and listen apparently wholly absorbed in the salesman's talk when in reality they are

not thinking of what he is saying at all. If you are not sure whether your prospect is showing real interest, ask several questions requiring a little thought on his part, in order that you may find out whether the deep interest is a signal for the close. "Mr. Jones, what has been the experience of your company in this or that condition?" "Mr. Smith, could you give me a rough estimate of what this work is costing you now?" The answers to questions like these will often show whether the prospect's apparent interest shows that he is nearing the desire point or not.

3. *Physical Signs.*

As has just been pointed out, the writer's experience has not given evidence to him that there is a particular psychological moment at which the sale must be closed. However, there are many successful salesmen who do consider that this moment occurs and that experience shows them how to recognize the moment. Since a difference of opinion exists, therefore, it is only fair to give the opinion of those who do believe that such a moment occurs and how they recognize it. The following is the opinion of Dr. Harry D. Kitson:[1]

"How may one recognize the psychological moment and how may one cultivate a sensitiveness for its approach? Undoubtedly there are signs that accompany it, for successful salesmen sense it readily. Their awareness of it, however, is not a vividly self-conscious matter, for they cannot tell how to recognize it. If pressed for a description of their method, they would probably say, by in-

[1] Harry D. Kitson, *The Mind of the Buyer,* copyrighted by The Macmillan Company, New York. Reprinted by permission.

tuition, and this may serve as well as any other word. But the process of intuition may be further analyzed and is found to be a process of conscious apprehension through sense avenues which we all possess. Many of the things that warn of the approach of the moment in the sale are small involuntary movements on the part of the buyer, such as slight inclinations of the head and trunk, minute contractions and relaxations of bodily muscles. Even so slight a change as that in the size of the pupil of the eye may serve to indicate to the practical salesman that the portentous moment has arrived. Other more obvious signs may consist of verbal responses of the buyer, for the skillful salesman does not do all the talking in engineering the sale; instead, he throws out frequent feelers in the form of questions, and by the warmth of the response can judge how nearly a decision has been reached."

4. *Significant Remarks on the Part of the Prospect.*

Experience will tell you that there are certain remarks which the prospect is likely to make when he is convinced of the value of your product and which give you the signal for the attempt to close. Of course, these will vary according to the product you are selling, but they will take forms somewhat similar to the following:

1. How much would these cost per thousand?
2. When would I have to pay for it?
3. That's a mighty good proposition, but I can't pay for it just now.
4. I am going to consider that a little later.
5. Did you say you sold a machine to Jones?

TIME FOR THE CLOSE

To state that the fear of missing the psychological moment causes needless worry does not mean that the time for closing should not be carefully chosen. It does mean that even the inexperienced salesman, if he uses a certain amount of caution, can judge the time to close with a fair degree of accuracy.

It frequently isn't necessary to tell a particular prospect all the good points of your product before you attempt to close. Ask questions to find out whether his interest is reaching the desire point and, if it has reached that point, give him the opportunity to buy.

"Take his money" was the suggestion of an experienced salesman to an inexperienced man who had been intently driving along on a selling talk without finding a stopping point. The salesman looked around in surprise, then clumsily asked the prospect for his signature, and got it, with a laugh.

TACTICS OF CLOSING

The study of the actual tactics of closing involves nothing more complicated than the study of ways and means by which, when the prospect has reached the desire point, you make it easy for him to say "Yes" and difficult to say "No." Obviously, then, considerable importance should be attached to the form of your final questions or remarks, for the form in which the closing remarks are made may determine whether you or the prospect will make the sale.

Don't give to the prospect a convenient opportunity for answering your question with the final, "No." If you said, "Mr. Thompson, would you like to consider this proposition?" and Mr. Thompson did not particularly de-

sire your product, his "no" would give you very little opportunity to slide back into your sales talk in order to create desire. On the other hand, if you said, "Suppose, Mr. Thompson, we put you down for a hundred cases, that's about the number you usually order isn't it?" his answer to the question would not be nearly so likely to terminate the interview, since he would probably make a statement regarding the size of the order, and, if you then found his attitude unfavorable, you could swing back into the sales talk.

1. *Getting Implied Consent.*

Some orders are secured through the direct consent of the buyer. A wholesale grocer may say, for example, "Yes, I'll want forty cases by July 1st." There are other types of sales, however, like life insurance, which in most cases are made with the implied consent of the buyer. It is very seldom that a man will say, "Yes, I want ten thousand dollars to protect my wife."

As a general rule, we may say that during interviews in which, like the life- or fire-insurance interview, caution or fear is the motive which causes the prospect to buy, rather than hope of profit or satisfaction of pride, it is better to assume that the sale has been made and to fill out the blank rather than to wait for the prospect to express his consent.

2. *Decision on a Minor Point.*

It is often possible to get the consent of the prospect to a proposal by getting his decision on a minor point, taking for granted then that the sale is made. The following

are examples of questions, the answer to which would commit the prospect to the order:

"Do you wish to get the cash discount on these goods?"

"When would you like this delivered?"

"In whose name should this order be made out?"

"In whose name do you wish to have this stock registered?"

3. *The Alternative Proposal*

In most cases it is better to get the decision on a minor point by presenting the question in such a form that if the prospect chooses either alternative suggested, he, in reality, takes the first step in closing himself.

The writer cannot resist the temptation to recite one of his personal experiences in order to show the effectiveness of the alternative proposal.

I had been approached by an Alexander Hamilton Institute salesman and was interested in the books offered, but was more interested in the manner in which the salesman was conducting the interview. The salesman asked me for a book (in order to get some action from his prospect). When I returned with this book the salesman said, "Shall I send the books to the house or to the office?" I said, "You had better send them to my house."

The following are examples of questions in the form of an alternative proposal:

"Do you wish the cash price on these goods or would it be more convenient to have them charged to your account?"

"Do you wish this furniture in oak or mahogany finish?"

"Would you prefer to have your books bound in leather or in cloth?"

"I presume you prefer the tan mop to the black one, don't you Mrs. F.?"

"Most of the ladies are having their sets delivered on the eighth. I have another delivery though on the fifteenth. Which would be the more convenient for you?"

"Do you wish the goods shipped by express or parcel post?"

"The cost of this machine is one hundred dollars. Would you prefer to give your check for the whole amount?"

"Can you handle more than two gross now?"

Of course, when you use the alternative proposal the customer may suggest that he isn't sure he wants the article at all. If this response is made, the salesman should smile and swing back into his sales talk.

PRODUCING ACTION

The copy of an advertisement may be of surpassing beauty and may contain no faults of logic, but if it has no "action-producing appeal" it has no value as selling material. Likewise, no matter how interesting his selling talk may be, the salesman must inject an "action-producing appeal" into his selling talk, or the record which goes to his manager will show a very small number of actual sales. The question then is how to get the "action-producing appeal."

If we glance over some of the great pieces of literature, Shakespeare's tragedies, Tennyson's *Idylls of the King*, Browning's *Men and Women* we may find numerous writ-

ings which have interested great numbers of people, but which had little influence on the affairs of the day. On the other hand, the novel *Uncle Tom's Cabin* had a tremendous influence on the action taken in regard to the slavery question at the time of the Civil War. The reason is obvious. The situation presented was one which affected the personal interests of the people who read it. Likewise at the point in the interview at which you are desirous of forcing action, it is essential that you present your proposition in terms of your prospect's affairs—that is, show him that his particular interests are directly involved; make him visualize himself as the possessor of your product; and make him see how the possession of your product will work to his advantage.

The advertisements of most correspondence schools, for example, and schools which claim to equip men and women for business advancement, present no pictures of the great educational figures of the past. The advertising space is bought for the purpose of getting action from the readers of that advertisement, and, since the persons interested in that advertisement are likely to be young men and women earning low salaries who wish positions with large salaries, the illustrations used in the copy usually picture a business executive with an efficient-looking secretary somewhere in the background.

In making the appeal to action, don't neglect the sentimental appeal. Great quantities of fire extinguishers were sold at one time by a picture of a sleeping baby, and often Mr. Brown will buy something because Mrs. Brown would like to have it for herself and the children when he wouldn't buy it for himself.

A Chicago bond salesman increased his sales nearly 20 per cent by listing the motives which made his clients buy. He found that 33 per cent of his clients bought bonds for one reason, 23 per cent for another, and so on. He obtained these data by making a study of his sales over a period of three months, and the fact that he had a definite number of motives to which he could make the final appeal aided him greatly in closing his sales.

Getting Physical Action from the Prospect.

The case in which the Alexander Hamilton Institute salesman asked the author to allow him to see a book which necessitated the author's going into the next room before the salesman asked the final question illustrates the value of getting some action from the prospect as an aid to the successful close. At this stage of the sale it is advisable to transform mental activity into muscular activity if you wish the prospect to sign on the dotted line. The motor part of the brain must be set to work, and these cells will perform the act of signing on the dotted line much more quickly if some sort of action is previously demanded of the prospect. It is for this reason that many salesmen hand the prospect a pen and ask him to do some figuring or to write some data before they ask him to sign his name. Some salesmen ask the prospect if they may see a copy of his billhead in order to get the name correctly. Since he must make some motion in order to get the billhead, the desired physical action on the part of the prospect is produced.

When the motor cells begin to function at the suggestion of the salesman, they tend to keep on with the act

commenced and to finish it. It is by way of taking advantage of this tendency that some salesmen allow the prospect to fill in the order blank himself, since, after filling in the blank, he will be less likely to object when the time comes for signing his name.

Action-producing Suggestions.

The writer knows three salesmen in entirely different lines who stimulate their prospects to action by bringing out an enormous fountain pen. What is more natural on the prospect's part than to want to write with the enormous fountain pen? This plan might be classed as a mechanical device for use in the close, but it shows how an apparently trivial thing may stimulate action on the part of the prospect.

Some salesmen make a practice of signing their own names to the order blank, even though this is not required by the company, in order to suggest the act of writing to the prospect. Other salesmen write the prospect's name and address on the order blank and hold out the pen with an air of confidence, in many cases producing a favorable decision. The very fact that the salesman has taken it for granted that the order will be signed, as evidenced by his writing the prospect's name and address on the blank, is a very strong action-producing suggestion. Such tactics in most cases will bring about the desired result, provided the salesman does not display any signs of weakness or doubt. The salesman's air must radiate confidence almost to the point of indifference. He must be perfectly at ease. He must have the pen and order blank ready for the signature. If these methods do not bring results, the salesman

can sometimes produce action by some suggestion relative to the order, such as "It might be better if you made your first order for six gross instead of twelve."

Asking for the Signature.

There are ways of asking for the signature to an order other than saying to the prospect, "Sign your name here." When the request is made in this way, all other thoughts are driven out of the prospect's mind and he thinks only of signing, a thought usually followed by sales-resisting ideas.

If the prospect's name had been written at the top of the order blank, you will find it a good plan to say, "Write your name here" (pointing to the dotted line) "as I have written it above." The prospect then has two ideas before him: (1) writing his name; (2) writing it as it was written above. Consequently, he is less likely to concentrate his thoughts on the one idea of signing.

One very successful salesman presents the order blank with the remark, "Sign your name as you usually do." This method illustrates the same principle.

The Effect of the Selling Point Brought Out at the End.

When you come to the final stage of the interview, it is a poor plan to spend a great deal of time summarizing your sales talk. Summarize the important points briefly, in order to fix them definitely in the prospect's mind, but act quickly. If he has shown definite signs of interest, he is probably weighing the good points of your proposal against his objections, and a long-winded summary will harm rather than help your case.

Never fail at this point in the sale to offer a strong closing suggestion, so that when the prospect begins to weigh the question of to buy or not to buy, you may balance the scales in your favor.

A very strong closing point held in reserve will often be the means of giving the prospect the final push. As a matter of fact, most salesmen lead their prospects up to the closing point and then, when hesitation occurs, give the final push. This is not unlike the situation faced by a crowd of boys going for a swim in the early spring. Every boy knows what it means to hesitate before taking the cold plunge. A little push sometimes is necessary. The minute he is in the water, however, he shouts, "Come on in; the water's fine."

The necessity for the final push is emphasized and well illustrated in *The Knack of Selling.*[1]

"Just go back to the days of the big circus in the small town and recall to your mind how crowds were drawn into the side show. A barker pictured all the wonderful things to be seen until he had you pretty well worked up; but if he had simply ended his talk and waited for the crowd to start in, the audience would have been slim. Those old circus men were good 'closers.' When the barker had said his whole say, he wound up with: 'The show is just starting. Step up lively. Here, don't push there; there's room for all. Come right along.' And all at once there came a pushing from the back—people were crowding you on. You thought they were people like yourself, going in to see the show. But they were the ringers—they were around the edge of the crowd, waiting

[1] Quoted by permission of the A. W. Shaw Company, Chicago.

for the signal to start closing in—crowding the folks on toward the ticket stand. And you moved along.

"It was easier to go forward than back, and that little push at the right moment settled your hesitation and you went in. It 'closed' you, by putting pressure on you that would bring your weakness, or disinclination to resist, into play.

"Now when you are laying out your methods for closing, just keep that circus picture in mind.

"Arouse all the motives for buying you can in your canvass; work your prospect up to being willing to buy, then start quietly, politely, pushing.

"Make it harder for him to go backward and turn you down than it is to go forward and order.

"That's the secret of the successful 'close.' "

A woman was considering the purchase of a dress in a New York shop a short time ago, but hesitated over what seemed a very high price.

"It has wonderful lines," said the salesgirl.

"Yes," agreed the woman.

"And don't you think the color is most unusual?"

"Yes, I like it very much."

"I see you know how to pick out the imported models from the ordinary stock," said the salesgirl, with a smile. "Would you like our fitter to straighten the hem?"

The little appeal to the woman's vanity was just sufficient to balance the scales in favor of the purchase. If, however, a person had asked the woman if the fact that a frock was imported made the least difference, she without a doubt would have answered that she would not pay the difference in the price.

Consciously hold back a trump card to use as a selling point at this time as the card expert holds back a trump card, unless the game actually demands his playing this card earlier, in order that he can control the lead.

Testimonials, if they are worth while and from a worthwhile source, may often be introduced at this point. A successful salesman of the Holcomb and Hoke Manufacturing Company has this novel way of introducing testimonial letters to increase the confidence of the buyer:

"Mr. McShane," he says, "if you buy a ham sandwich made with two slices of bread and you bite into one corner and you find ham, and another corner, and you find ham, and in fact find ham when you bite into all four corners, isn't it reasonable to assume that there's ham in the center?

"Now it's the same with this proposition." (Produces testimonial letters.) "Look what this man is doing—and this one—and this one. These men all around you are making money. There's 'meat' in this proposition for them, and there's meat in this proposition for you."

When you find a selling point which proves effective at the close, you can usually use it again. On the other hand, if you fail to close a man, and if the opportunity offers, ask him frankly why he does not buy. You may not be able to overcome the barrier in his case, but you can plan how to overcome it when it occurs in other cases.

STRATEGY OF THE CLOSE FOLLOWING AN APPARENT TURN-DOWN

The writer has had this method of closing brought to his attention many times by different salesmen. After

the canvass has been made, the close attempted, the proposition apparently disposed of by the prospect, the salesman gathers up his materials and prepares to withdraw. The prospect lets down on his defensive attitude, and just when the man reaches the door he turns and asks some pertinent question which in many cases closes the deal. The suddenness of the attack, the directness of the question, together with the fact that the prospect is caught off his guard, reopen the negotiation.

An agent was canvassing for a life-insurance policy. The prospect refused to take the policy on the ground that he couldn't afford it. He was making payments toward the purchase of a home, and it didn't seem to him that he could add any additional expense. The agent started to retire, and just as he reached the door he turned with this question, "If you were to die to-night, who would pay the mortgage on your little home?"

A sales story in the magazine *Salesology* credits Napoleon with just this type of salesmanship:[1]

"A man of Napoleon's mental caliber after a turn-down by a prospect, would have apparently given up the fight by rising from his chair and packing up his samples. This would have relieved the prospect from his defensive attitude, and in a sense caused him to relax his firm resolve to buy. But now watch! With the prospect off his guard, Napoleon would have come back at him in a whirlwind fashion, with a stiff, strong appeal, accompanying a strong positive statement. He would, by the very suddenness of his attack after apparent defeat, have caught the prospect completely off his guard.

[1] *Salesology*, January, 1923.

"Did you ever handle a horse that refused to jump a ditch or hurdle? You didn't force him at the jump, but just held his head to it. So it is with your prospect. If you keep him head on at the edge of the ditch which divides willingness and resolve without relaxing your pressure, he is bound to go over. If your horse balks when he ought to rise and turns sharp around, you don't pull him back to the jump immediately. You let him have his way for the moment, and canter across the field for a few hundred yards, circling so as to bring him to his fence again when he has had time to get over his nervousness. This is the manner in which you must treat your prospect if he breaks out of hand when you are making an effort to close. Abate your earnestness, slacken your pressure, begin to gather your papers together, give him the impression that you are about to abandon the effort. Then when he is once more at ease, suddenly head him again in the direction you want him to go."

THE GET-AWAY

When you have secured the signature on an order, make your get-away as quickly as you can, of course observing the rules of common courtesy. Many orders have been canceled because the salesman stopped to have a friendly chat with the prospect. It is natural for the salesman to cease his efforts to control the interview when the contract is signed, and if the prospect has had any doubts about signing the order, these may arise and, grasping at "the last chance" to change his mind, he will ask to have the order canceled. Some salesmen have found it very effective to hold in reserve some special service the company

will render, or some feature of the purchase which has not been mentioned before as a sort of a parting word to the buyer. Just about the time the salesman is ready to leave or soon after, the buyer will begin to have his negative reaction if he has it at all, and some special parting sales suggestion will often be sufficient to overcome this negative attitude. It often prevents a downright cancellation of the order. It is always a good plan to leave with the buyer sufficient reasons to justify his action when the negative attitude makes its appearance.

THE "TURN-DOWN"

A certain amount of persistence is necessary in all successful salesmanship, so don't take "turn-downs" too easily. Many a ball game has been won in the ninth inning, through a good play, when all hope seemed lost, and many a sale has been made which seemed impossible when the salesman actually put his brains to work to find a way of interesting the prospect.

All is not lost, however, if your attempt to secure an order fails, unless you have irritated the prospect by your manner or by what you have said or what you have done, and, in that way, have made it impossible to make a return call.

In an article published in *Printers' Ink* on "The Turn-down That Leads to the Next Interview," a high-record salesman made this statement:

"If I had to get a man's signed order the first time I called on him or else lose him for good, I'm afraid I'd lose the big majority.

"The fact is, many of my best customers were men who

turned me down, over and over again, until the time was ripe. I don't think that the real secret of successful selling lies so much in being able to close on the spot as in being able to keep coming without letting the prospect realize that you are drilling in."

This does not mean that hounding the prospect at regular or irregular intervals will accomplish the result. On the contrary, the first essential in making repeat calls is the ability to appear on the scene without making a nuisance of oneself. The average prospect does not like to be in a position where he considers himself on a card index and knows that the salesman has turned to his card that day, so has come to make a perfunctory call.

If your prospect shows signs of desiring to terminate the interview, but isn't willing to sign the order, use your imagination to appeal to his associated interests in order to find an excuse for seeing him again and to bring the interview a little closer to the order. Anything you have read or seen will serve as a reason for leaving the prospect with, "By the way, since you are interested in so-and-so, when I'm down this way I'll bring you something which I'm sure you will want to see." In this way you pave the way for the interview which will lead to the successful close.

THE CLOSE IN RETAIL SELLING

Special sections of this chapter have not been devoted to the close in wholesale selling, in specialty selling, and in retail selling, because the same general suggestions apply to all types of interviews.

There are a few additional general suggestions, how-

ever, which, as a matter of fact, apply to all sales, but which should be carefully observed by retail salesmen.

1. Don't try to close without at least giving the customer the impression that you have shown or are willing to show the complete stock. That is to say, if you bring out two or three dresses, one of which the customer seems to admire, you may make a try-out close by asking a question like, "That looks very well, don't you think so?" and similar questions. If the customer agrees perfectly, it may be time to close; but, on the other hand, if she shows the slightest hesitation, bring out the remainder of your stock.

2. In the case of small articles it is sometimes helpful to get the customer to take the object in his hand. When a customer decides to purchase an article, he likes the idea of himself possessing that article, and the idea of possession is sometimes stronger if he is holding it in his hands.

3. "The customer who doesn't get thanked gets cheated," is a United Cigar Stores rule for salesmen, and it is a rule which should hold good in all selling. All good retail salesmen follow this rule and, as a consequence, customers grow to expect the "Thank you," "Thank you very much," or, "Thank you, madam," and there is a slight feeling of dissatisfaction if they do not receive it which is not conducive to future orders.

4. Never adopt a manner toward the other customer who doesn't buy which you would not use toward the customer who does. It is disappointing, naturally, to any salesman, after he or she has put forth every effort to explain the advantages of an article, to be told that the

customer was "just looking around." Eventually, however, this type of customer does make purchases, but they won't be made from you if by your manner you create an atmosphere unfavorable to future sales.

PURPOSE OF THE SUGGESTIONS ON THE CLOSE

It isn't the type of salesman who talks people into buying against their will, under a spell, as it were, who is a real source of satisfaction to the head of the department or the sales manager. It is the salesman who is intelligent enough and interested enough to develop business which will stay on the books.

The highest record for the year in the women's ready-made clothing department in a New York department store was made recently by a relatively inexperienced saleswoman. From the sales of a different commodity on a commission basis she is now receiving an income running well into five figures, and she attributes her present success and her past success to the fact that she never attempted to sell unless the sale, as far as she knew, was in the interests of the buyer. In the women's dress department, for example, she made no attempt to sell unbecoming clothes even if the customer was satisfied and she had nothing else to offer. People to whom she did sell clothing, however, were satisfied, relied upon her advice, came back again, and in this way she developed a valuable clientele for herself and for the store.

If, therefore, your knowledge of the best methods of selling is used merely to persuade the customer to make purchases which he does not want, you are working

against your own interests and the interests of the company which you represent. On the other hand, if your knowledge of the practices and principles of salesmanship is used to further the interests of your customers, you are practicing the highest type of salesmanship, which has been defined as "selling goods that won't come back to customers that will."

Summary

The successful close depends on the stages leading up to it.

Don't be terrorized by the idea of missing the psychological moment. There are several moments when it is possible to try to close.

Don't fail to use try-out closes. They show you whether your work has been thoroughly done or not. If it hasn't, you can complete it.

If the prospect debates your selling points, he is not ready for the close. Swing into the sales talk again until you can get a series of "yes responses."

Don't put your questions in such a form that they provide a convenient opportunity for the prospect to say, "No."

It is often possible to get the implied consent of the prospect when it is not possible to get the direct consent.

Try to get some physical action from the prospect before asking him to sign on the dotted line. You thereby transform mental activity into muscular activity, making the process of signing easier.

At the closing point in the sale, summarize the important points briefly and act quickly.

It is well to keep a strong closing argument in reserve. In the "to buy or not to buy" point in the sale, it may balance the weight of opinion in your favor.

After you have received the signature, don't stop to visit with the prospect. Make your get-away as soon as possible.

Don't take turn-downs too easily. Many a ball game has been won in the ninth inning.

In retail selling, never adopt an attitude toward the customer who does not buy which you would not use toward the customer who does.

It isn't the salesman who talks people into buying against their will who is a great source of satisfaction to his manager. It is the salesman who is intelligent enough and interested enough to develop business which will stay on the books.

CHAPTER X

SERVICE TO CUSTOMERS

THE manager of the leading department store in a small city was discussing the advantages and disadvantages of a certain store device with a group of men. Finally, in disposing of the matter, the manager said: "Well, I don't propose to make any change in my methods which this device would necessitate until I have an opportunity to talk over the matter with R. M. Jones, who will be along now in a few days to discuss with me my fall order. Jones always know about devices and helps of this sort, and if they are successful in other places, I know I can rely on his judgment to tell me whether this new method will be worth while. He understands my problems and my needs."

The manager made it clear that he looked upon Jones's visits as educational events, since Jones never failed to talk about window displays, advertising plans, and marketing methods that had fallen under his observation during the time intervening between his regular trips to this store. This manager's attitude shows how valuable a salesman can make himself and how closely he can tie his customers to him if he will take the trouble to render real service.

The unusual opportunity which the salesman has to

render exceptional service is given particular emphasis by the Alexander Hamilton Institute:[1]

"The traveling salesman covers a wide range of territory and accumulates a great deal of information regarding the best business methods of the firms on which he is calling. He acts as a clearing house for these ideas. He knows much about window trimming and effective display; he can tactfully correct the tendency of the storekeeper in the small town to overcrowd his windows. He can arrange a tempting array of things to catch the eye of anyone who enters the store. And who can blame him if, in doing so, he gives his own line a prominent place? He knows the new styles. He is familiar with the lines that are moving most rapidly or with those that the bigger buyers are securing in large quantities. If the dealer is overstocked, or has a line of goods that is slow in getting off the shelves, the salesman can give him suggestions for plans of special sales that will help him move them.

"The salesman can help his customer with advertising problems; he can suggest more effective copy and new, distinctive methods of arranging the advertising matter. He can be of assistance in the preparation of lists of circular letters. In some cases, he can even go so far as to suggest and discuss better methods of financing the customer's business.

"The salesman knows that a great many sales over the counter are lost because of the inefficiency of the retail clerk. He should be able to devise and suggest methods

[1] J. G. Jones, *Salesmanship and Sales Management,* Alexander Hamilton Institute, *Modern Business,* Vol. 7.

of training clerks that will enable them to sell to a greater proportion of the people who enter the store and to sell a larger amount to each of them. In doing this it is probable that he will gain the friendship of the clerks and that, as a result, his line will be among those that move quickly."

Frequently cases are cited showing how salesmen who sell to dealers have been willing to go behind the counter to help the merchant in an emergency.

Some concerns require the salesmen to spend two or three days of each month in customers' stores helping the merchant not only with the sale of his special line, but also giving any other assistance needed for the day. In passing it might be said that such a program is worth while to the salesman if for no reason other than the help it will give him in being able to get the customer's point of view. Another value is the enthusiasm he will develop among the clerks for his product, since he can show them the important selling points of his goods.

Another illustration of service rendered to customers is related in an article in *Printers' Ink*,[1] "Why Vauclain Is President of the Baldwin Locomotive Works."

A vice-president of a railroad had written to the company, now the Baldwin Locomotive Works, Inc., stating in decisive language that the ten locomotives which they had purchased the year before were utterly worthless. The communication was passed on to Vauclain, who had just come into the company. He decided to see the man who wrote the letter. He called at his office and after a long

[1] Charles Frederick Carter, "Why Vauclain Is President of the Baldwin Locomotive Works," in *Printers' Ink*, March 9, 1922.

wait was permitted to enter the vice-president's room. The vice-president gave the impression that he was very busy.

"Good morning," remarked Vauclain. No answer. Vauclain seated himself on the opposite side of the desk and waited for recognition. One hour passed, the vice-president busier than ever, Vauclain watchfully waiting. At the end of the second hour the busy vice-president weakened.

"Well?" he growled.

"Well?"

"What do you want?"

"I want to tell you what I think of you. You are a fine man, aren't you, to buy the locomotives, work them a year, let them run down for lack of the most elementary care until they could go no longer, and then write such a letter as you did?"

"What do you propose to do about it?"

"I want permission to send a man down here to put those locomotives in order and show you that nothing is wrong with them but your neglect."

"Do you mean that?"

"Of course I do. Now, for another thing. You need some more engines and I am not going until I get the order for them."

"You have it."

Then and there was entered an order for seven freight locomotives, but still Vauclain was not ready to go. He told the vice-president that he needed some passenger locomotives.

"How do you know that?"

"It is my business to know such things."

"We never buy anything but —— locomotives for our passenger trains."

"We build the best locomotives. If you had Baldwins maybe your trains could make their time."

"I like your nerve."

"I have to have nerve to deal with men who write such letters as you do."

The vice-president admitted that his road needed five passenger locomotives. Vauclain sold them to him.

"The secret of selling," says Vauclain, "is not getting customers. Every month I receive a report showing how many new customers have been obtained. I watch that list of customers much more closely than the number of orders booked. The large orders we will get, anyway; the others may go anywhere. If a salesman loses a customer I feel that it is a greater crime than to lose an order."

The president of the American Rolling Mill Company, George M. Verity, says: "Business starts with the customer, not with the manufacturer. It is his confidence that makes business. Therefore, the holding of a customer is more important than the getting of a new one. Holding a customer was never so important as to-day. And he can be held through honest, loyal, and competent service."

Ira Lackey, who has traveled 1,750,000 miles as a salesman,[1] says that "after you sell a customer you must hold him. Trickery may get the first order, but to hold a customer you must give honest value—make good every

[1] Editorial, *Salt Lake Telegram,* September 6, 1921.

minute. The goods must live up to the representation of the seller. That is as true when you sell yourself as when you sell an order of groceries, clothing, or insurance."

IN WHOLESALE SELLING

The successful salesmen to-day are, therefore, the salesmen who are bending their efforts to render plus service to their customers. Many dealers to-day, in fact, have so much confidence in some of the salesmen who visit them that they don't bother themselves particularly about making up the order when these salesmen call.

The salesman comes into the store, finds what stock is low, what stock is not moving reasonably well, and takes an inventory of stock which seems to be dead. He suggests articles which it would be advisable to buy, makes suggestions on how to move some of the goods already purchased, and, if his company permits, sometimes actually takes back the articles that seem to be dead in this store. He makes a complete diagnosis of the merchant's needs and prescribes what he thinks is necessary for the given situation. To oversell would be the last thing in the world this type of salesman would do. Consequently the dealer has no hesitation in signing the order when it is put before him.

IN SPECIALTY SELLING

The specialty salesman has just the same opportunity to render service. To be sure, in certain type of specialty selling he will not have many repeat orders, but he will have opportunities to call on his customers in order to make certain that they are satisfied with their purchases.

In rendering service of this type he is certain to be repaid for his time through the assistance which his satisfied customers will give him in finding new customers. One salesman, on being congratulated for his good record as an individual salesman, stated that he was not just a salesman, but a manager of salesmen. He explained that it kept him busy closing deals which his junior salesmen (his satisfied customers) found for him.

Salesmen who are selling articles such as vacuum cleaners often made a return call in two weeks or a month after the machine had been delivered to see if it is entirely satisfactory. If any adjustments are needed they make them. This type of service makes satisfied customers, and the salesman often profits by getting the names of interested friends.

The writer has talked with a large number of insurance salesmen who state that in any given year 75 per cent of their year's business comes directly from their old customers.

Professional life-insurance salesmen follow up their clients, not only for the purpose of proposing new insurance to meet new needs, but also to render such services as the following: having the address on the policy changed; showing the policyholder how to make a change in the beneficiary; adjusting the method of paying premiums; assisting policyholders to reduce loans on policies; making a digest of the policyholder's insurance to show just what amount he has and in what companies, how particular policies may be used to serve certain purposes, what the amounts of the premiums are and when they fall due.

Bond salesmen have developed large clienteles by rendering a type of financial service particularly adapted to the individual needs of their clients. Many such clients are living up to financial programs outlined by these salesmen.

Not only in following up sales, however, is it possible to make service count. Often, if a salesman is thoroughly informed concerning his commodity, he can render a type of service in making sales to new customers which will have a decided influence in enabling him to build up a clientele.

A salesman representing a very high-grade printing concern was asked to submit bids on an advertising series which was to run for a period of a year. The salesman knew advertising principles as well as selling methods. After starting work on the whole advertising campaign outlined by his customer he came to the definite conclusion that the program was extravagant and would yield very little in results. He made a thorough study of the proposition and submitted his findings.

The company, on his recommendation, decided to drop the whole campaign. Of course, the salesman lost the prospect of an immediate order, but he made an impression on the company which resulted in many times the business of this one order. It may take courage to render such service, but it is the right thing to do and in the end it will always pay.

IN RETAIL SELLING

Probably no one in the field of selling has a greater opportunity to render service to customers than the retail salesman. The value of this service is shown in the fol-

lowing interview, reported by Ruth Leigh, the author of *The Human Side of Retail Selling:*

"The customer was fairly well dressed and she sat before the Georgette crêpe counter in a New York department store.

" 'I want to see some tan Georgette crêpe,' she requested, politely.

"The clerk obligingly brought out several pieces of Georgette crêpe of different shades of bisque, tan, écru, etc.

"The customer examined each one in turn, asked questions about the different qualities, prices, etc., and hesitated a long time, undecided as she held each piece of crêpe. Then suddenly she looked up at the clerk with a half-ashamed smile.

" 'I'm sorry to take all your time, because I only want a quarter of a yard of this Georgette crêpe,' she apologized.

"The clerk gave a frank, affable smile. 'Don't hurry, madam. It doesn't make any difference how much crêpe you're going to buy. I want you to get the color you're looking for.'

"Much reassured, the customer began to look at the different colors again. After seeing all the tans, she decided to look at the pale yellow Georgette crêpes. Again she apologized.

" 'I'm really ashamed, wasting so much time choosing just a quarter of a yard, but really that's all I need and it's important to get the right color.'

"The clerk answered her very seriously. 'Just take your time, madam, I'm in no hurry, and I want you to be satisfied.'

"A few seconds later the customer had made her decision and the sale was made. She charged her purchase, and the address she gave was that of an exclusive residential side street off Fifth Avenue.

"Several days later this same customer approached the counter, paused uncertainly as she scanned the faces of all the different clerks. Finally her face lighted as she caught sight of the young clerk who had waited on her a few days before.

" 'Oh, I wanted to find you so that you could wait on me,' she began, breathlessly. 'I want to get twelve yards of that pale yellow Georgette crêpe you sold me the other day.' The customer remembered exactly where the stock was kept, and she indicated which color she wanted.

"In a few seconds the clerk was measuring off the yards. While she did so the customer volunteered an explanation.

" 'My husband liked that yellow so much (you helped me to select it the other day) that he insisted that I get a dress that shade. I thought it was so kind of you to take so much trouble with me, especially when I was buying only a quarter of a yard that day.' "

A number of years ago the writer was interested in the purchase of some furniture and wished to be sure of getting a good style and quality. One of his acquaintances, who had bought a large amount of furniture from a certain store in Chicago and was well pleased with the service he received, recommended this store as the best store in the city. A special salesman was mentioned who gave particular attention to the type of furniture needed. The writer purchased a fair-sized order and was likewise so well pleased that he has mentioned his experience many

times to people contemplating purchasing furniture in Chicago. He knows of six individuals who have gone to Chicago especially to purchase furniture. In each case purchases were made not only from this store, but from the salesman recommended. No doubt most of the people who became patrons of this store on his recommendation were so pleased that they in turn sent people to this store. This endless chain of prospects, started nearly ten years ago, is still bringing business to this salesman because he was so well able to satisfy the individual needs of his customer.

The following plan, which was very effective in the case of one retail store, illustrates a type of service that can be rendered with little difficulty on the part of the salesman.[1]

"As the first step in this policy, the company has gone to unusual lengths to develop the habit of faultless courtesy in its sales force, to have each salesman impress upon his customer the fact that it is his desire to render a personal service to fit each individual's particular needs. The purpose in this is to develop not only an acquaintanceship, but a sales friendship, if possible, between salesman and customer.

"The second step in the plan is dependent upon the salesman's success in carrying out the first. At the opening of each season the customer receives a personal typed letter from the salesman who attended to his wants at the time of his earlier purchase. The letter calls attention to the new lines of clothing which have been received by the store, and whenever possible brings forth some particular

[1] "Where Personal Service Counts," *System,* July, 1922.

style in material or cut for which the customer had expressed a preference. Thereafter, during the season, all advertising matter is sent out with the salesman's personal card inclosed, each time in private mail form. The personal contact established at the first sale by the clerk is studiously carried through each transaction with the customer.

"To make this plan effective it is only necessary for each salesman to keep a simplified card index of his own customers, as he could not be expected to retain so many details in his head. The plan enables the salesman to build up a permanent, individual trade which becomes more peculiarly his own with each purchase, and, in ninety-nine cases in a hundred, gives pleasure to the customer who prefers to deal with a man who can remember from one season to the next 'just what I want.' "

A number of men's clothing stores are using this same idea with a little modification. During the first sale the clerk gets the customer's name and makes a record of the purchase. If, for example, a shirt is purchased by a certain customer, a note of this is made by the salesman. In a day or two this customer receives a very friendly business note thanking the customer for the trade, at the same time expressing the hope that he was pleased with the service. Other articles are mentioned and the invitation made to return to this store. The salesman sends his card in the letter.

Plans of this kind, of course, depend on the policy of the store, but in any case the retail salesman has a splendid opportunity to improve his own sales record and to increase the number of satisfied customers who come to the store through the service he renders.

Almost any salesman, if placed in a given department, can make some individual sales. It takes a little imagination on his part to see that there is a great difference between a sale and a customer. A satisfied customer is a permanent asset to the salesman and to the firm. He will return again and again for the articles which he requires. Permanent customers can be obtained only by the combined efforts of the salesmen who are determined to render a plus service.

MODERN BUSINESS METHODS

The spirit of modern business is service. This means nothing more nor less than the determination of business organizations to satisfy the needs and requirements of the public. Whether the service idea is an indication of the professional attitude in business or whether organizations have found it to be a sound business principle doesn't particularly matter as far as selling is concerned, so long as those who are served by salesmen are given that which will satisfy their needs and requirements. So universal, in fact, has this idea become, that the public feels justified in demanding a high quality of service on the part of salesmen.

The successful salesmen of the present, therefore, are those who have built up a permanent clientele by bending their efforts in the direction of better service rather than in the direction of a greater number of individual sales.

One of the questions a salesman should ask himself is, "Am I making sincere and permanent friends as I pursue my work from day to day?" The getting of orders is not so important as making friends. Friends will be

made if they have been properly served. The old selling slogan, "Let the buyer beware," should be replaced by "Let me beware lest I fail to serve the needs of my customers."

Study the needs and uses for your commodity, therefore, then sell that commodity to satisfy these needs. In this way you will add your name to that splendid group of builders who by their unselfish attitude and superior performances are the pioneers in Constructive Salesmanship.

Summary

The salesman who is making his mark in the world to-day is the salesman who is bending his efforts to render "service plus" to his customers.

The new point of view in selling is nothing more than the service idea in selling.

In the case of a salesman who is doing "professional" work, the dealer can put as much confidence in his ability to diagnose his needs and prescribe for his needs as he would put in the diagnosis and prescription of his physician.

The satisfied customer of to-day is the best prospect for to-morrow.

"Service plus" to one customer, if this type of service is continued, starts an endless chain of satisfied customers.

The real objective in selling is not to make a certain number of individual sales, but to build up a permanent clientele.

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BOOKS SUGGESTED FOR FURTHER READING

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